Review year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2001	1	.2	.2	.2
	2007	1	.2	.2	.3
	2009	2	.3	.3	.7
	2011	1	.2	.2	.8
	2012	13	2.2	2.2	3.1
	2013	49	8.3	8.3	11.4
	2014	84	14.2	14.2	25.6
	2015	140	23.7	23.7	49.3
	2016	148	25.1	25.1	74.4
	2017	151	25.6	25.6	100.0
	Total	590	100.0	100.0	

Old --> New:

2001 thru 2013 --> 1
2014 --> 2
2017 --> 5
2016 --> 4
2015 --> 3

(Figure 1)

Department * RAS unit Crosstabulation

Count

		RAS unit										
		1: ECAS RAS	2: SOM Basic Science RAS	3: SOM Cancer RAS	4: SOM Medicine RAS	5: SOM Neurosciences/Ort RAS	6: SOM Pediatrics RAS	7: SOM Specialty & Hospital RAS	8: SPH Research Admin	9: YRK RAS	10: Shared Service Centers	Total
Department	ECAS: Research Admin. Svcs.	34	0	0	0	0	0	0	0	0	0	34
	Shared Service Centers	0	0	0	0	0	0	0	0	0	12	12
	SOM: Basic Science RAS	0	57	0	0	0	0	0	0	0	0	57
	SOM: Cancer RAS	0	0	70	0	0	0	0	0	0	0	70
	SOM: Medicine RAS	0	0	0	86	0	0	0	0	0	0	86
	SOM: Neurosciences/Ort RAS	0	0	0	0	53	0	0	0	0	0	53
	SOM: Pediatrics RAS	0	0	0	0	0	81	0	0	0	0	81
	SOM: Specialty & Hospital RAS	0	0	0	0	0	0	39	0	0	0	39
	SPH: Research Admin	0	0	0	0	0	0	0	113	0	0	113
	YRK: Res Admin Svs	0	0	0	0	0	0	0	0	45	0	45
Total		34	57	70	86	53	81	39	113	45	12	590

(Figure 2)

Department * Treatment group Crosstabulation

Count

		Treatment group		
		0	1	Total
Department	ECAS: Research Admin. Svcs.	34	0	34
	Shared Service Centers	12	0	12
	SOM: Basic Science RAS	0	57	57
	SOM: Cancer RAS	70	0	70
	SOM: Medicine RAS	0	86	86
	SOM: Neurosciences/Ort RAS	53	0	53
	SOM: Pediatrics RAS	81	0	81
	SOM: Specialty & Hospital RAS	39	0	39
	SPH: Research Admin	113	0	113
	YRK: Res Admin Svs	45	0	45
Total		447	143	590

(Figure 3)

Department * Division Crosstabulation

Count

		Division					
		Emory College	Research Administration	School Of Medicine	School Of Public Health	Yerkes National Primate Research Center	Total
Department	ECAS: Research Admin. Svcs.	34	0	0	0	0	34
	Shared Service Centers	0	12	0	0	0	12
	SOM: Basic Science RAS	0	0	57	0	0	57
	SOM: Cancer RAS	0	0	70	0	0	70
	SOM: Medicine RAS	0	0	86	0	0	86
	SOM: Neurosciences/Ort RAS	0	0	53	0	0	53
	SOM: Pediatrics RAS	0	0	81	0	0	81
	SOM: Specialty & Hospital RAS	0	0	39	0	0	39
	SPH: Research Admin	0	0	0	113	0	113
	YRK: Res Admin Svs	0	0	0	0	45	45
Total		34	12	386	113	45	590

(Figure 4)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	590	0	1	.83	.380
White	590	0	1	.47	.500
Education level	581	1	4	2.29	.684
Supervisor gender	590	0	1	.86	.348
Supervisor race	590	0	1	.73	.445
RAS unit	590	1	10	5.35	2.481
Rank (increases from I to Sr Dir)	590	1	7	2.71	1.171
Staff works in pre- or post-award stage	590	0	2	.75	.660
Review rating	590	2	5	3.79	.683
Origin of RAS employee	590	0	2	1.46	.765
Treatment group	590	0	1	.24	.429
Age Binned	590	1.00	5.00	3.2322	1.06271
Tenure Binned	479	1.00	5.00	4.4050	1.19398
Rank Binned	590	1.00	4.00	2.5831	.86571
Valid N (listwise)	474				

(Figure 5)

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0: Male	103	17.5	17.5	17.5
	1: Female	487	82.5	82.5	100.0
	Total	590	100.0	100.0	

(Figure 6)

White

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0: Non-white	311	52.7	52.7	52.7
	1: White	279	47.3	47.3	100.0
	Total	590	100.0	100.0	

(Figure 7)

Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1: HS and Associate's degree	68	11.5	11.7	11.7
	2: Bachelor's degree	285	48.3	49.1	60.8
	3: Master's degree	220	37.3	37.9	98.6
	4: Doctoral degree	8	1.4	1.4	100.0
	Total	581	98.5	100.0	
Missing	System	9	1.5		
Total		590	100.0		

(Figure 8)

Supervisor gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0: Male supervisor	83	14.1	14.1	14.1
	1: Female supervisor	507	85.9	85.9	100.0
	Total	590	100.0	100.0	

(Figure 9)

Supervisor race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0: Non-white supervisor	160	27.1	27.1	27.1
	1: White supervisor	430	72.9	72.9	100.0
	Total	590	100.0	100.0	

(Figure 10)

Division

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Emory College	34	5.8	5.8	5.8
	Research Administration	12	2.0	2.0	7.8
	School Of Medicine	386	65.4	65.4	73.2
	School Of Public Health	113	19.2	19.2	92.4
	Yerkes National Primate Research Center	45	7.6	7.6	100.0
	Total	590	100.0	100.0	

(Figure 11)

Title

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accountant	3	.5	.5	.5
	Asc Dir, Res Admin (Dept/Sch)	1	.2	.2	.7
	Asc Spons Res Admin (Dept/Sch)	5	.8	.8	1.5
	Asst Dir, Operations (RAS)	2	.3	.3	1.9
	Asst Dir, Research Admin Svcs	4	.7	.7	2.5
	Asst Dir, Spec Proj/Ops (RAS)	2	.3	.3	2.9
	Clin Trials Post-Award Spec I	7	1.2	1.2	4.1
	Clin Trials Post-Awd Spc II	6	1.0	1.0	5.1
	Clin Trials Post-Awd Spc III	9	1.5	1.5	6.6
	Clin Trials Pre-Awd Spc II	2	.3	.3	6.9
	Clin Trials Pre-Awd Spc III	10	1.7	1.7	8.6
	Clinical Trials Team Lead	2	.3	.3	9.0
	Coord, Communications	1	.2	.2	9.2
	Dir, Operations/Projects (RAS)	1	.2	.2	9.3
	Dir, Research Admin Svcs	18	3.1	3.1	12.4
	Financial Analyst	1	.2	.2	12.5
	Financial Analyst, Senior	1	.2	.2	12.7
	Instructional Designer	1	.2	.2	12.9
	Mgr, Clinical Trials Team	4	.7	.7	13.6
	Mgr, Research Adm, Post-Award	2	.3	.3	13.9
	Mgr, Research Admin, Pre-Award	2	.3	.3	14.2
	Pre-Award Spec, Sr (Dept/Sch)	2	.3	.3	14.6
	Pre-Award Specialist (Dpt/Sch)	1	.2	.2	14.7
	Res Fin Analyst (Dept/Sch)	2	.3	.3	15.1
	Research Adm, Post-Award Mgr	19	3.2	3.2	18.3
	Research Admin Coord, Sr	1	.2	.2	18.5
	Research Admin, Post Award II	89	15.1	15.1	33.6
	Research Admin, Post Award III	133	22.5	22.5	56.1
	Research Admin, Post-Award I	27	4.6	4.6	60.7
	Research Admin, Post-Award Ld	4	.7	.7	61.4
	Research Admin, Pre-Award I	28	4.7	4.7	66.1
	Research Admin, Pre-Award II	81	13.7	13.7	79.8
	Research Admin, Pre-Award III	69	11.7	11.7	91.5
	Research Admin, Pre-Award Lead	5	.8	.8	92.4
	Research Admin, Pre-Award Mgr	21	3.6	3.6	95.9
	Research Project Coord, Senior	2	.3	.3	96.3
	Spons Res Admin (Dept/Sch)	4	.7	.7	96.9
	Spons Res Admin, Sr (Dept/Sch)	12	2.0	2.0	99.0
	Sr Dir, Research Admin (DOM)	1	.2	.2	99.2
	Sr Dir, Research Admin Svcs	5	.8	.8	100.0
	Total	590	100.0	100.0	

(Figure 12)

Rank (increases from I to Sr Dir)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I	67	11.4	11.4	11.4
	II	194	32.9	32.9	44.2
	III	247	41.9	41.9	86.1
	Mgr	48	8.1	8.1	94.2
	Dir	28	4.7	4.7	99.0
	Sr Dir	6	1.0	1.0	100.0
	Total	590	100.0	100.0	

(Figure 13)

Staff works in pre- or post-award stage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0: Pre	221	37.5	37.5	37.5
	1: Post	296	50.2	50.2	87.6
	2: Other	73	12.4	12.4	100.0
	Total	590	100.0	100.0	

(Figure 14)

Review rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2: Needs improvement	8	1.4	1.4	1.4
	3: Meets expectations	189	32.0	32.0	33.4
	4: Exceeds expectations	313	53.1	53.1	86.4
	5: Far exceeds expectations	80	13.6	13.6	100.0
	Total	590	100.0	100.0	

(Figure 15)

Origin of RAS employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0: New entry	99	16.8	16.8	16.8
	1: Different division	122	20.7	20.7	37.5
	2: Same division	369	62.5	62.5	100.0
	Total	590	100.0	100.0	

(Figure 16)

Treatment group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	447	75.8	75.8	75.8
	1	143	24.2	24.2	100.0
	Total	590	100.0	100.0	

(Figure 17)

Statistics

Age		
N	Valid	590
	Missing	0
Mean		47.6485
Median		47.8904
Std. Deviation		10.42783
Range		48.33
Minimum		23.30
Maximum		71.63

Old --> New:

20 thru 30 --> 1
30 thru 40 --> 2
40 thru 50 --> 3
50 thru 60 --> 4
60 thru Highest --> 5

Old --> New:

20 thru 29.99 --> 1
30 thru 39.99 --> 2
40 thru 49.99 --> 3
50 thru 59.99 --> 4
60 thru 69.99 --> 5
70 thru Highest --> 6

(Figure 18)

Age Binned

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	27	4.6	4.6	4.6
	2.00	133	22.5	22.5	27.1
	3.00	181	30.7	30.7	57.8
	4.00	179	30.3	30.3	88.1
	5.00	68	11.5	11.5	99.7
	6.00	2	.3	.3	100.0
	Total	590	100.0	100.0	

(Figure 19)

Statistics

Tenure at Emory

N	Valid	590
	Missing	0
Mean		110.7870
Median		88.2082
Std. Deviation		96.29336
Range		374.20
Minimum		.00
Maximum		374.20

Old --> New:

0 thru 49.99 --> 1
50 thru 99.99 --> 2
100 thru 149.99 --> 3
150 thru 199.99 --> 4
200 thru 249.99 --> 5
250 thru 299.99 --> 6
300 thru Highest --> 7

(Figure 20)

Tenure Binend

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	173	29.3	29.3	29.3
	2.00	34	5.8	5.8	35.1
	3.00	13	2.2	2.2	37.3
	4.00	11	1.9	1.9	39.2
	5.00	10	1.7	1.7	40.8
	6.00	349	59.2	59.2	100.0
	Total	590	100.0	100.0	

(Figure 21)

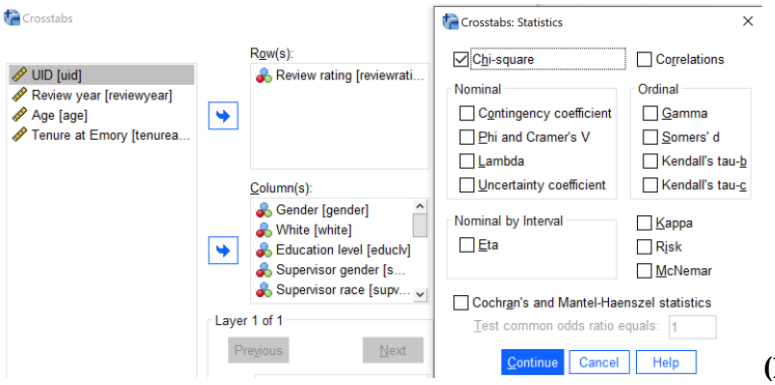
Review Year Binned

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	84	14.2	14.2	14.2
	3.00	140	23.7	23.7	38.0
	4.00	148	25.1	25.1	63.1
	5.00	151	25.6	25.6	88.6
	6.00	67	11.4	11.4	100.0
	Total	590	100.0	100.0	

Old --> New:

2001 thru 2013 --> 1
2014 --> 2
2017 --> 5
2016 --> 4
2015 --> 3

(Figure 22)



(Figure 23)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Review rating * Gender	590	100.0%	0	0.0%	590	100.0%
Review rating * White	590	100.0%	0	0.0%	590	100.0%
Review rating * Education level	581	98.5%	9	1.5%	590	100.0%
Review rating * Supervisor gender	590	100.0%	0	0.0%	590	100.0%
Review rating * Supervisor race	590	100.0%	0	0.0%	590	100.0%
Review rating * Division	590	100.0%	0	0.0%	590	100.0%
Review rating * Department	590	100.0%	0	0.0%	590	100.0%
Review rating * RAS unit	590	100.0%	0	0.0%	590	100.0%
Review rating * Title	590	100.0%	0	0.0%	590	100.0%
Review rating * Rank (increases from I to Sr Dir)	590	100.0%	0	0.0%	590	100.0%
Review rating * Staff works in pre- or post-award stage	590	100.0%	0	0.0%	590	100.0%
Review rating * Origin of RAS employee	590	100.0%	0	0.0%	590	100.0%
Review rating * Treatment group	590	100.0%	0	0.0%	590	100.0%
Review rating * Age Binned	590	100.0%	0	0.0%	590	100.0%
Review rating * Tenure Binend	590	100.0%	0	0.0%	590	100.0%
Review rating * Review Year Binned	590	100.0%	0	0.0%	590	100.0%

(Figure 24)

Crosstab

			Gender		
			0: Male	1: Female	Total
Review rating	2: Needs improvement	Count	2	6	8
		Expected Count	1.4	6.6	8.0
		% within Review rating	25.0%	75.0%	100.0%
		% within Gender	1.9%	1.2%	1.4%
		% of Total	0.3%	1.0%	1.4%
	3: Meets expectations	Count	34	155	189
		Expected Count	33.0	156.0	189.0
		% within Review rating	18.0%	82.0%	100.0%
		% within Gender	33.0%	31.8%	32.0%
		% of Total	5.8%	26.3%	32.0%
	4: Exceeds expectations	Count	56	257	313
		Expected Count	54.6	258.4	313.0
		% within Review rating	17.9%	82.1%	100.0%
		% within Gender	54.4%	52.8%	53.1%
		% of Total	9.5%	43.6%	53.1%
	5: Far exceeds expectations	Count	11	69	80
		Expected Count	14.0	66.0	80.0
		% within Review rating	13.8%	86.3%	100.0%
		% within Gender	10.7%	14.2%	13.6%
		% of Total	1.9%	11.7%	13.6%
Total		Count	103	487	590
		Expected Count	103.0	487.0	590.0
		% within Review rating	17.5%	82.5%	100.0%
		% within Gender	100.0%	100.0%	100.0%
		% of Total	17.5%	82.5%	100.0%

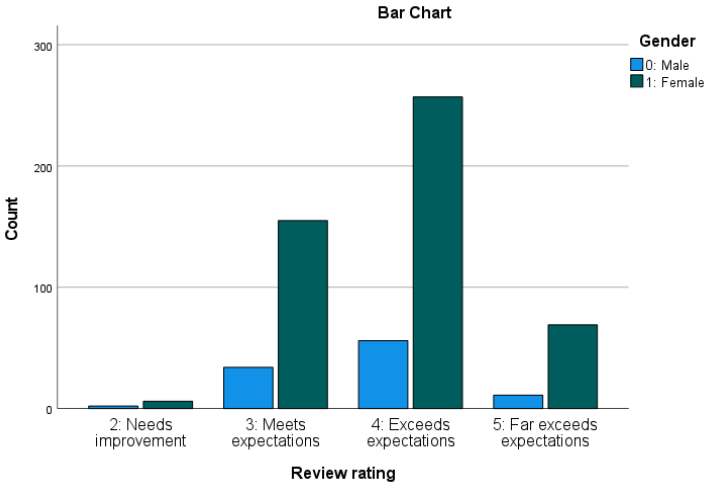
(Figure 25)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.157[a]	3	.763
Likelihood Ratio	1.175	3	.759
Linear-by-Linear Association	.677	1	.411
N of Valid Cases	590		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 1.40.

(Figure 26)



(Figure 27)

Crosstab

			White		
			0: Non-white	1: White	Total
Review rating	2: Needs improvement	Count	5	3	8
		Expected Count	4.2	3.8	8.0
		% within Review rating	62.5%	37.5%	100.0%
		% within White	1.6%	1.1%	1.4%
		% of Total	0.8%	0.5%	1.4%
	3: Meets expectations	Count	121	68	189
		Expected Count	99.6	89.4	189.0
		% within Review rating	64.0%	36.0%	100.0%
		% within White	38.9%	24.4%	32.0%
		% of Total	20.5%	11.5%	32.0%
	4: Exceeds expectations	Count	154	159	313
		Expected Count	165.0	148.0	313.0
		% within Review rating	49.2%	50.8%	100.0%
		% within White	49.5%	57.0%	53.1%
		% of Total	26.1%	26.9%	53.1%
	5: Far exceeds expectations	Count	31	49	80
		Expected Count	42.2	37.8	80.0
		% within Review rating	38.8%	61.3%	100.0%
		% within White	10.0%	17.6%	13.6%
		% of Total	5.3%	8.3%	13.6%
Total		Count	311	279	590
		Expected Count	311.0	279.0	590.0
		% within Review rating	52.7%	47.3%	100.0%
		% within White	100.0%	100.0%	100.0%
		% of Total	52.7%	47.3%	100.0%

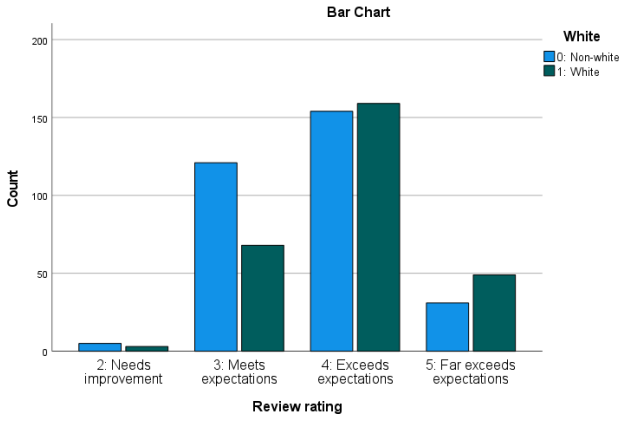
(Figure 28)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.809[a]	3	<.001
Likelihood Ratio	17.997	3	<.001
Linear-by-Linear Association	16.975	1	<.001
N of Valid Cases	590		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 3.78.

(Figure 29)



(Figure 30)

Crosstab

			Education level				
			1: HS and Associate's degree	2: Bachelor's degree	3: Master's degree	4: Doctoral degree	Total
Review rating	2: Needs improvement	Count	3	4	1	0	8
		Expected Count	.9	3.9	3.0	.1	8.0
		% within Review rating	37.5%	50.0%	12.5%	0.0%	100.0%
		% within Education level	4.4%	1.4%	0.5%	0.0%	1.4%
		% of Total	0.5%	0.7%	0.2%	0.0%	1.4%
	3: Meets expectations	Count	22	97	65	1	185
		Expected Count	21.7	90.7	70.1	2.5	185.0
		% within Review rating	11.9%	52.4%	35.1%	0.5%	100.0%
		% within Education level	32.4%	34.0%	29.5%	12.5%	31.8%
		% of Total	3.8%	16.7%	11.2%	0.2%	31.8%
	4: Exceeds expectations	Count	34	149	121	6	310
		Expected Count	36.3	152.1	117.4	4.3	310.0
		% within Review rating	11.0%	48.1%	39.0%	1.9%	100.0%
		% within Education level	50.0%	52.3%	55.0%	75.0%	53.4%
		% of Total	5.9%	25.6%	20.8%	1.0%	53.4%
	5: Far exceeds expectations	Count	9	35	33	1	78
		Expected Count	9.1	38.3	29.5	1.1	78.0
		% within Review rating	11.5%	44.9%	42.3%	1.3%	100.0%
		% within Education level	13.2%	12.3%	15.0%	12.5%	13.4%
		% of Total	1.5%	6.0%	5.7%	0.2%	13.4%
Total		Count	68	285	220	8	581
		Expected Count	68.0	285.0	220.0	8.0	581.0
		% within Review rating	11.7%	49.1%	37.9%	1.4%	100.0%
		% within Education level	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	11.7%	49.1%	37.9%	1.4%	100.0%

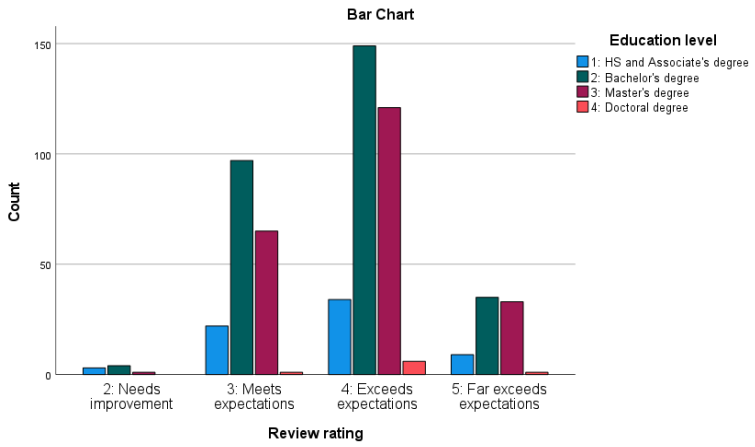
(Figure 31)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.470[a]	9	.395
Likelihood Ratio	8.574	9	.477
Linear-by-Linear Association	3.361	1	.067
N of Valid Cases	581		

a. 7 cells (43.8%) have expected count less than 5. The minimum expected count is .11.

(Figure 32)



(Figure 33)

Crosstab

			Supervisor gender		
			0: Male supervisor	1: Female supervisor	Total
Review rating	2: Needs improvement	Count	1	7	8
		Expected Count	1.1	6.9	8.0
		% within Review rating	12.5%	87.5%	100.0%
		% within Supervisor gender	1.2%	1.4%	1.4%
		% of Total	0.2%	1.2%	1.4%
	3: Meets expectations	Count	19	170	189
		Expected Count	26.6	162.4	189.0
		% within Review rating	10.1%	89.9%	100.0%
		% within Supervisor gender	22.9%	33.5%	32.0%
		% of Total	3.2%	28.8%	32.0%
	4: Exceeds expectations	Count	45	268	313
		Expected Count	44.0	269.0	313.0
		% within Review rating	14.4%	85.6%	100.0%
		% within Supervisor gender	54.2%	52.9%	53.1%
		% of Total	7.6%	45.4%	53.1%
	5: Far exceeds expectations	Count	18	62	80
		Expected Count	11.3	68.7	80.0
		% within Review rating	22.5%	77.5%	100.0%
		% within Supervisor gender	21.7%	12.2%	13.6%
		% of Total	3.1%	10.5%	13.6%
Total		Count	83	507	590
		Expected Count	83.0	507.0	590.0
		% within Review rating	14.1%	85.9%	100.0%
		% within Supervisor gender	100.0%	100.0%	100.0%
		% of Total	14.1%	85.9%	100.0%

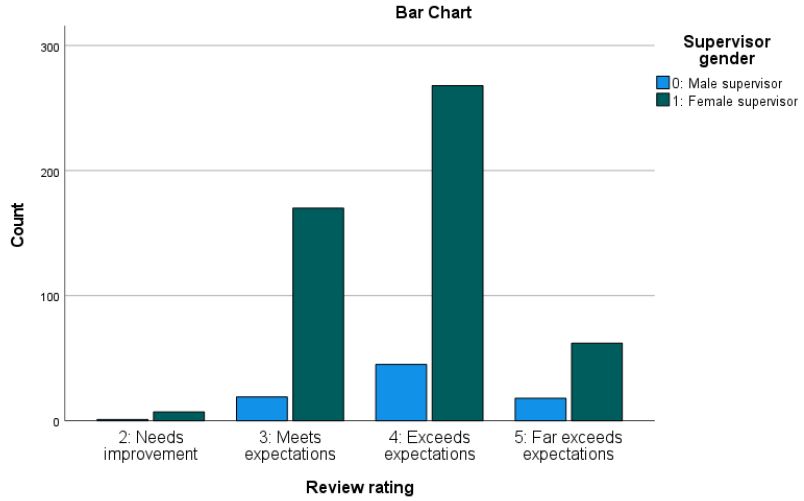
(Figure 34)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.266[a]	3	.064
Likelihood Ratio	6.898	3	.075
Linear-by-Linear Association	6.399	1	.011
N of Valid Cases	590		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 1.13.

(Figure 35)



(Figure 36)

Crosstab

			Supervisor race		
			0: Non-white supervisor	1: White supervisor	Total
Review rating	2: Needs improvement	Count	4	4	8
		Expected Count	2.2	5.8	8.0
		% within Review rating	50.0%	50.0%	100.0%
		% within Supervisor race	2.5%	0.9%	1.4%
		% of Total	0.7%	0.7%	1.4%
	3: Meets expectations	Count	65	124	189
		Expected Count	51.3	137.7	189.0
		% within Review rating	34.4%	65.6%	100.0%
		% within Supervisor race	40.6%	28.8%	32.0%
		% of Total	11.0%	21.0%	32.0%
	4: Exceeds expectations	Count	77	236	313
		Expected Count	84.9	228.1	313.0
		% within Review rating	24.6%	75.4%	100.0%
		% within Supervisor race	48.1%	54.9%	53.1%
		% of Total	13.1%	40.0%	53.1%
	5: Far exceeds expectations	Count	14	66	80
		Expected Count	21.7	58.3	80.0
		% within Review rating	17.5%	82.5%	100.0%
		% within Supervisor race	8.8%	15.3%	13.6%
		% of Total	2.4%	11.2%	13.6%
Total		Count	160	430	590
		Expected Count	160.0	430.0	590.0
		% within Review rating	27.1%	72.9%	100.0%
		% within Supervisor race	100.0%	100.0%	100.0%
		% of Total	27.1%	72.9%	100.0%

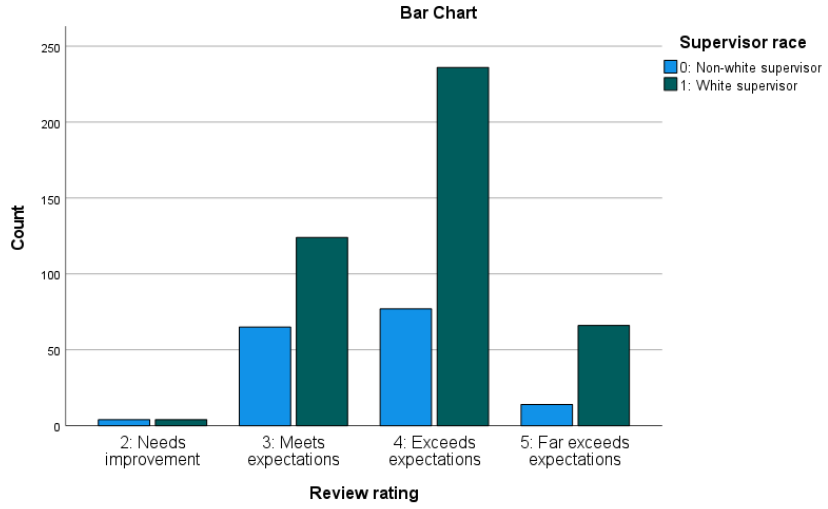
(Figure 37)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.926[a]	3	.008
Likelihood Ratio	11.818	3	.008
Linear-by-Linear Association	11.594	1	<.001
N of Valid Cases	590		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 2.17.

(Figure 38)



(Figure 39)

Crosstab

			Division					
			Emory College	Research Administration	School Of Medicine	School Of Public Health	Yerkes National Primate Research Center	Total
Review rating	2: Needs improvement	Count	0	0	7	0	1	8
		Expected Count	.5	.2	5.2	1.5	.6	8.0
		% within Review rating	0.0%	0.0%	87.5%	0.0%	12.5%	100.0%
		% within Division	0.0%	0.0%	1.8%	0.0%	2.2%	1.4%
		% of Total	0.0%	0.0%	1.2%	0.0%	0.2%	1.4%
	3: Meets expectations	Count	8	3	132	27	19	189
		Expected Count	10.9	3.8	123.7	36.2	14.4	189.0
		% within Review rating	4.2%	1.6%	69.8%	14.3%	10.1%	100.0%
		% within Division	23.5%	25.0%	34.2%	23.9%	42.2%	32.0%
		% of Total	1.4%	0.5%	22.4%	4.6%	3.2%	32.0%
	4: Exceeds expectations	Count	20	8	201	66	18	313
		Expected Count	18.0	6.4	204.8	59.9	23.9	313.0
		% within Review rating	6.4%	2.6%	64.2%	21.1%	5.8%	100.0%
		% within Division	58.8%	66.7%	52.1%	58.4%	40.0%	53.1%
		% of Total	3.4%	1.4%	34.1%	11.2%	3.1%	53.1%
	5: Far exceeds expectations	Count	6	1	46	20	7	80
		Expected Count	4.6	1.6	52.3	15.3	6.1	80.0
		% within Review rating	7.5%	1.3%	57.5%	25.0%	8.8%	100.0%
		% within Division	17.6%	8.3%	11.9%	17.7%	15.6%	13.6%
		% of Total	1.0%	0.2%	7.8%	3.4%	1.2%	13.6%
Total		Count	34	12	386	113	45	590
		Expected Count	34.0	12.0	386.0	113.0	45.0	590.0
		% within Review rating	5.8%	2.0%	65.4%	19.2%	7.6%	100.0%
		% within Division	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	5.8%	2.0%	65.4%	19.2%	7.6%	100.0%

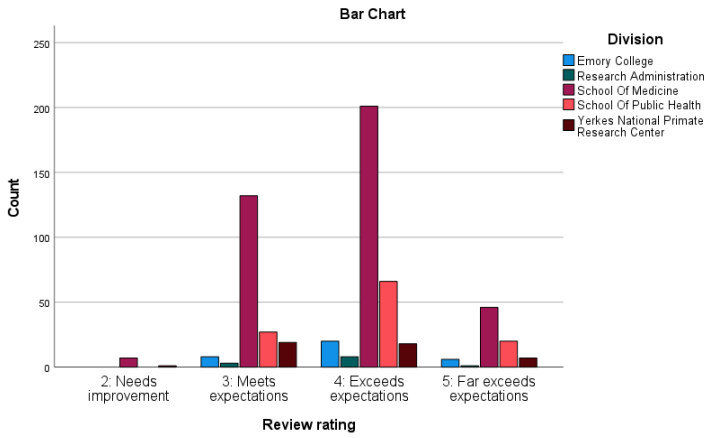
(Figure 40)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.061[a]	12	.297
Likelihood Ratio	16.274	12	.179
N of Valid Cases	590		

a. 7 cells (35.0%) have expected count less than 5. The minimum expected count is .16.

(Figure 41)



(Figure 42)

Crosstab

			Department										
			ECAS: Research Admin. Svcs.	Shared Service Centers	SOM: Basic Science RAS	SOM: Cancer RAS	SOM: Medicine RAS	SOM: Neuroscience s/Ort RAS	SOM: Pediatrics RAS	SOM: Specialty & Hospital RAS	SPH: Research Admin	YRK: Res Admin Svs	Total
Review rating	2: Needs improvement	Count	0	0	3	2	1	0	1	0	0	1	8
		Expected Count	.5	.2	.8	.9	1.2	.7	1.1	.5	1.5	.6	8.0
		% within Review rating	0.0%	0.0%	37.5%	25.0%	12.5%	0.0%	12.5%	0.0%	0.0%	12.5%	100.0%
		% within Department	0.0%	0.0%	5.3%	2.9%	1.2%	0.0%	1.2%	0.0%	0.0%	2.2%	1.4%
		% of Total	0.0%	0.0%	0.5%	0.3%	0.2%	0.0%	0.2%	0.0%	0.0%	0.2%	1.4%
	3: Meets expectations	Count	8	3	19	33	33	23	17	7	27	19	189
		Expected Count	10.9	3.8	18.3	22.4	27.5	17.0	25.9	12.5	36.2	14.4	189.0
		% within Review rating	4.2%	1.6%	10.1%	17.5%	17.5%	12.2%	9.0%	3.7%	14.3%	10.1%	100.0%
		% within Department	23.5%	25.0%	33.3%	47.1%	38.4%	43.4%	21.0%	17.9%	23.9%	42.2%	32.0%
		% of Total	1.4%	0.5%	3.2%	5.6%	5.6%	3.9%	2.9%	1.2%	4.6%	3.2%	32.0%
	4: Exceeds expectations	Count	20	8	28	34	39	25	52	23	66	18	313
		Expected Count	18.0	6.4	30.2	37.1	45.6	28.1	43.0	20.7	59.9	23.9	313.0
		% within Review rating	6.4%	2.6%	8.9%	10.9%	12.5%	8.0%	16.6%	7.3%	21.1%	5.8%	100.0%
		% within Department	58.8%	66.7%	49.1%	48.6%	45.3%	47.2%	64.2%	59.0%	58.4%	40.0%	53.1%
		% of Total	3.4%	1.4%	4.7%	5.8%	6.6%	4.2%	8.8%	3.9%	11.2%	3.1%	53.1%
	5: Far exceeds expectations	Count	6	1	7	1	13	5	11	9	20	7	80
		Expected Count	4.6	1.6	7.7	9.5	11.7	7.2	11.0	5.3	15.3	6.1	80.0
		% within Review rating	7.5%	1.3%	8.8%	1.3%	16.3%	6.3%	13.8%	11.3%	25.0%	8.8%	100.0%
		% within Department	17.6%	8.3%	12.3%	1.4%	15.1%	9.4%	13.6%	23.1%	17.7%	15.6%	13.6%
		% of Total	1.0%	0.2%	1.2%	0.2%	2.2%	0.8%	1.9%	1.5%	3.4%	1.2%	13.6%
Total		Count	34	12	57	70	86	53	81	39	113	45	590
		Expected Count	34.0	12.0	57.0	70.0	86.0	53.0	81.0	39.0	113.0	45.0	590.0
		% within Review rating	5.8%	2.0%	9.7%	11.9%	14.6%	9.0%	13.7%	6.6%	19.2%	7.6%	100.0%
		% within Department	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	5.8%	2.0%	9.7%	11.9%	14.6%	9.0%	13.7%	6.6%	19.2%	7.6%	100.0%

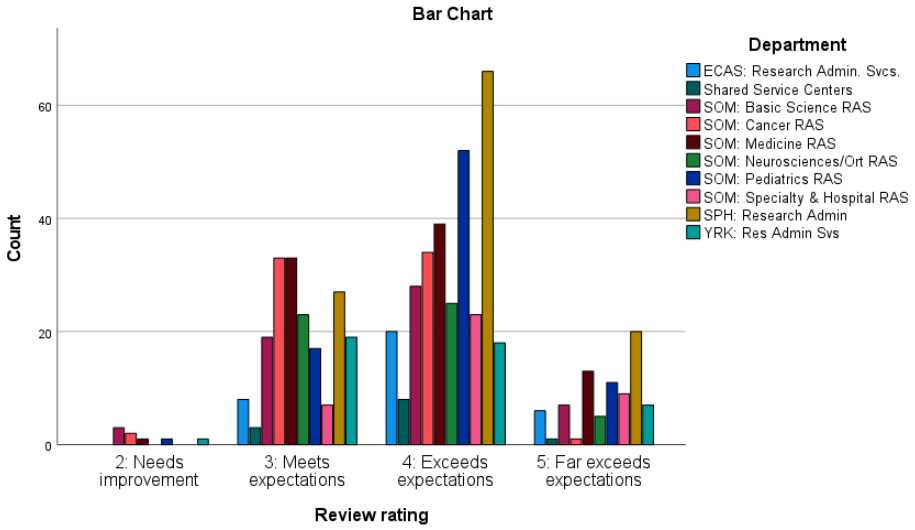
(Figure 43)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	49.641[a]	27	.005
Likelihood Ratio	54.546	27	.001
N of Valid Cases	590		

a. 13 cells (32.5%) have expected count less than 5. The minimum expected count is .16.

(Figure 44)



(Figure 45)

Crosstab

			RAS unit										
			1: ECAS RAS	2: SOM Basic Science RAS	3: SOM Cancer RAS	4: SOM Medicine RAS	5: SOM Neuroscience s/Ort RAS	6: SOM Pediatrics RAS	7: SOM Specialty & Hospital RAS	8: SPH Research Admin	9: YRK RAS	10: Shared Service Centers	Total
Review rating	2: Needs improvement	Count	0	3	2	1	0	1	0	0	1	0	8
		Expected Count	.5	.8	.9	1.2	.7	1.1	.5	1.5	.6	.2	8.0
		% within Review rating	0.0%	37.5%	25.0%	12.5%	0.0%	12.5%	0.0%	0.0%	12.5%	0.0%	100.0%
		% within RAS unit	0.0%	5.3%	2.9%	1.2%	0.0%	1.2%	0.0%	0.0%	2.2%	0.0%	1.4%
		% of Total	0.0%	0.5%	0.3%	0.2%	0.0%	0.2%	0.0%	0.0%	0.2%	0.0%	1.4%
	3: Meets expectations	Count	8	19	33	33	23	17	7	27	19	3	189
		Expected Count	10.9	18.3	22.4	27.5	17.0	25.9	12.5	36.2	14.4	3.8	189.0
		% within Review rating	4.2%	10.1%	17.5%	17.5%	12.2%	9.0%	3.7%	14.3%	10.1%	1.6%	100.0%
		% within RAS unit	23.5%	33.3%	47.1%	38.4%	43.4%	21.0%	17.9%	23.9%	42.2%	25.0%	32.0%
		% of Total	1.4%	3.2%	5.6%	5.6%	3.9%	2.9%	1.2%	4.6%	3.2%	0.5%	32.0%
	4: Exceeds expectations	Count	20	28	34	39	25	52	23	66	18	8	313
		Expected Count	18.0	30.2	37.1	45.6	28.1	43.0	20.7	59.9	23.9	6.4	313.0
		% within Review rating	6.4%	8.9%	10.9%	12.5%	8.0%	16.6%	7.3%	21.1%	5.8%	2.6%	100.0%
		% within RAS unit	58.8%	49.1%	48.6%	45.3%	47.2%	64.2%	59.0%	58.4%	40.0%	66.7%	53.1%
		% of Total	3.4%	4.7%	5.8%	6.6%	4.2%	8.8%	3.9%	11.2%	3.1%	1.4%	53.1%
	5: Far exceeds expectations	Count	6	7	1	13	5	11	9	20	7	1	80
		Expected Count	4.6	7.7	9.5	11.7	7.2	11.0	5.3	15.3	6.1	1.6	80.0
		% within Review rating	7.5%	8.8%	1.3%	16.3%	6.3%	13.8%	11.3%	25.0%	8.8%	1.3%	100.0%
		% within RAS unit	17.6%	12.3%	1.4%	15.1%	9.4%	13.6%	23.1%	17.7%	15.6%	8.3%	13.6%
		% of Total	1.0%	1.2%	0.2%	2.2%	0.8%	1.9%	1.5%	3.4%	1.2%	0.2%	13.6%
Total		Count	34	57	70	86	53	81	39	113	45	12	590
		Expected Count	34.0	57.0	70.0	86.0	53.0	81.0	39.0	113.0	45.0	12.0	590.0
		% within Review rating	5.8%	9.7%	11.9%	14.6%	9.0%	13.7%	6.6%	19.2%	7.6%	2.0%	100.0%
		% within RAS unit	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	5.8%	9.7%	11.9%	14.6%	9.0%	13.7%	6.6%	19.2%	7.6%	2.0%	100.0%

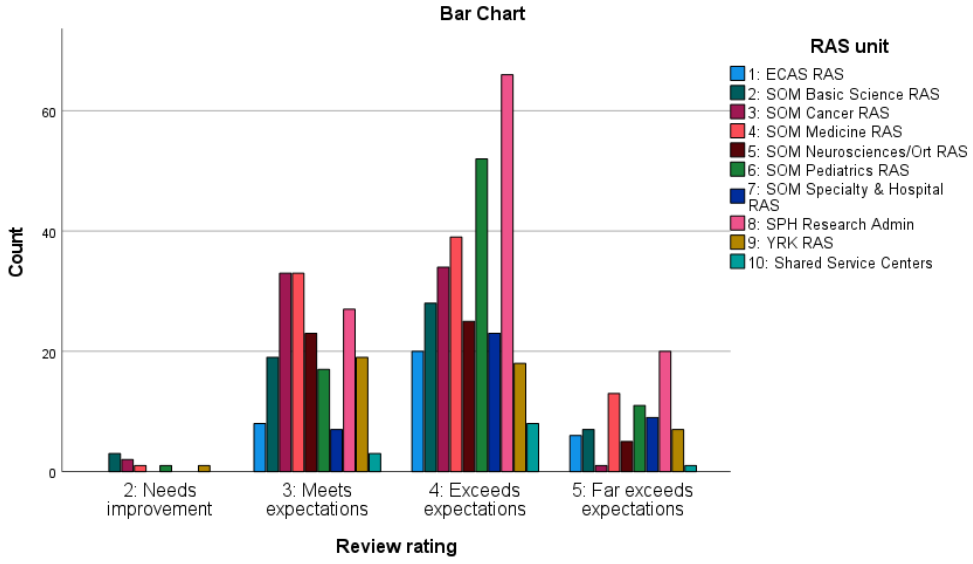
(Figure 46)

Chi-Square Tests

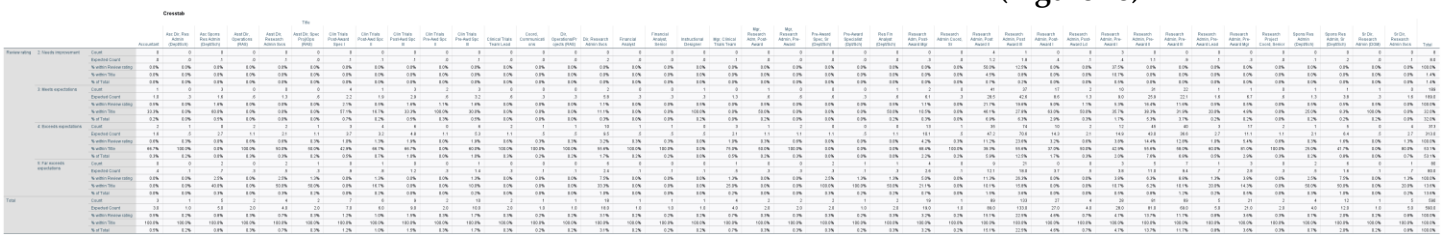
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	49.641[a]	27	.005
Likelihood Ratio	54.546	27	.001
Linear-by-Linear Association	6.958	1	.008
N of Valid Cases	590		

a. 13 cells (32.5%) have expected count less than 5. The minimum expected count is .16.

(Figure 47)



(Figure 48)



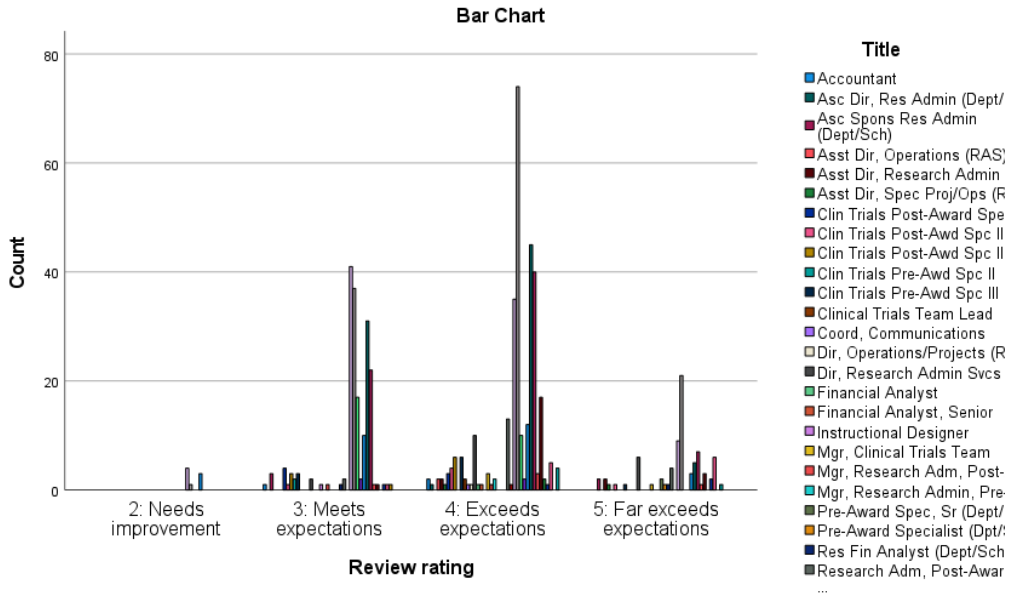
(Figure 49)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	167.099[a]	117	.002
Likelihood Ratio	163.646	117	.003
N of Valid Cases	590		

a. 136 cells (85.0%) have expected count less than 5. The minimum expected count is .01.

(Figure 50)



(Figure 51)

Crosstab

			Rank (increases from I to Sr Dir)						
			I	II	III	Mgr	Dir	Sr Dir	Total
Review rating	2: Needs improvement	Count	3	4	1	0	0	0	8
		Expected Count	.9	2.6	3.3	.7	.4	.1	8.0
		% within Review rating	37.5%	50.0%	12.5%	0.0%	0.0%	0.0%	100.0%
		% within Rank (increases from I to Sr Dir)	4.5%	2.1%	0.4%	0.0%	0.0%	0.0%	1.4%
		% of Total	0.5%	0.7%	0.2%	0.0%	0.0%	0.0%	1.4%
	3: Meets expectations	Count	33	80	69	4	2	1	189
		Expected Count	21.5	62.1	79.1	15.4	9.0	1.9	189.0
		% within Review rating	17.5%	42.3%	36.5%	2.1%	1.1%	0.5%	100.0%
		% within Rank (increases from I to Sr Dir)	49.3%	41.2%	27.9%	8.3%	7.1%	16.7%	32.0%
		% of Total	5.6%	13.6%	11.7%	0.7%	0.3%	0.2%	32.0%
	4: Exceeds expectations	Count	28	89	139	36	17	4	313
		Expected Count	35.5	102.9	131.0	25.5	14.9	3.2	313.0
		% within Review rating	8.9%	28.4%	44.4%	11.5%	5.4%	1.3%	100.0%
		% within Rank (increases from I to Sr Dir)	41.8%	45.9%	56.3%	75.0%	60.7%	66.7%	53.1%
		% of Total	4.7%	15.1%	23.6%	6.1%	2.9%	0.7%	53.1%
	5: Far exceeds expectations	Count	3	21	38	8	9	1	80
		Expected Count	9.1	26.3	33.5	6.5	3.8	.8	80.0
		% within Review rating	3.8%	26.3%	47.5%	10.0%	11.3%	1.3%	100.0%
		% within Rank (increases from I to Sr Dir)	4.5%	10.8%	15.4%	16.7%	32.1%	16.7%	13.6%
		% of Total	0.5%	3.6%	6.4%	1.4%	1.5%	0.2%	13.6%
Total		Count	67	194	247	48	28	6	590
		Expected Count	67.0	194.0	247.0	48.0	28.0	6.0	590.0
		% within Review rating	11.4%	32.9%	41.9%	8.1%	4.7%	1.0%	100.0%
		% within Rank (increases from I to Sr Dir)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	11.4%	32.9%	41.9%	8.1%	4.7%	1.0%	100.0%

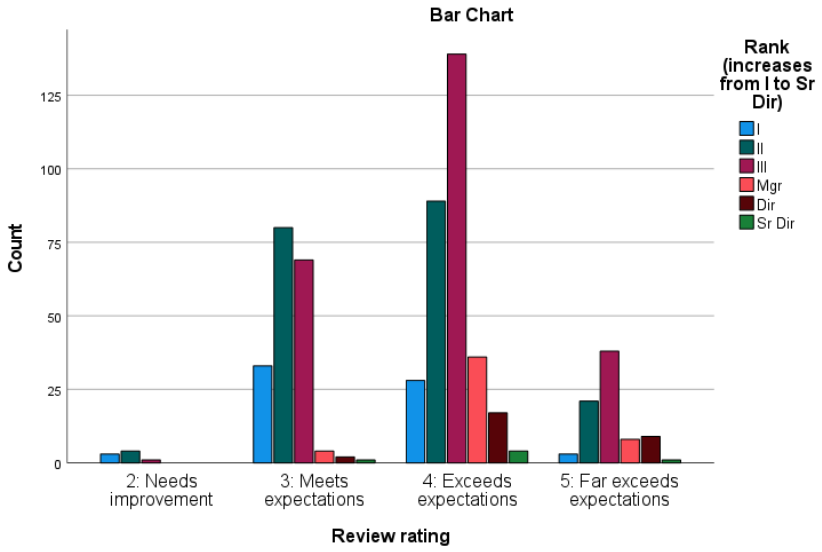
(Figure 52)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	57.303[a]	15	<.001
Likelihood Ratio	61.192	15	<.001
Linear-by-Linear Association	43.215	1	<.001
N of Valid Cases	590		

a. 10 cells (41.7%) have expected count less than 5. The minimum expected count is .08.

(Figure 53)



(Figure 54)

Crosstab

			Staff works in pre- or post-award stage			
			0: Pre	1: Post	2: Other	Total
Review rating	2: Needs improvement	Count	3	5	0	8
		Expected Count	3.0	4.0	1.0	8.0
		% within Review rating	37.5%	62.5%	0.0%	100.0%
		% within Staff works in pre- or post-award stage	1.4%	1.7%	0.0%	1.4%
		% of Total	0.5%	0.8%	0.0%	1.4%
	3: Meets expectations	Count	70	108	11	189
		Expected Count	70.8	94.8	23.4	189.0
		% within Review rating	37.0%	57.1%	5.8%	100.0%
		% within Staff works in pre- or post-award stage	31.7%	36.5%	15.1%	32.0%
		% of Total	11.9%	18.3%	1.9%	32.0%
	4: Exceeds expectations	Count	125	148	40	313
		Expected Count	117.2	157.0	38.7	313.0
		% within Review rating	39.9%	47.3%	12.8%	100.0%
		% within Staff works in pre- or post-award stage	56.6%	50.0%	54.8%	53.1%
		% of Total	21.2%	25.1%	6.8%	53.1%
	5: Far exceeds expectations	Count	23	35	22	80
		Expected Count	30.0	40.1	9.9	80.0
		% within Review rating	28.7%	43.8%	27.5%	100.0%
		% within Staff works in pre- or post-award stage	10.4%	11.8%	30.1%	13.6%
		% of Total	3.9%	5.9%	3.7%	13.6%
Total		Count	221	296	73	590
		Expected Count	221.0	296.0	73.0	590.0
		% within Review rating	37.5%	50.2%	12.4%	100.0%
		% within Staff works in pre- or post-award stage	100.0%	100.0%	100.0%	100.0%
		% of Total	37.5%	50.2%	12.4%	100.0%

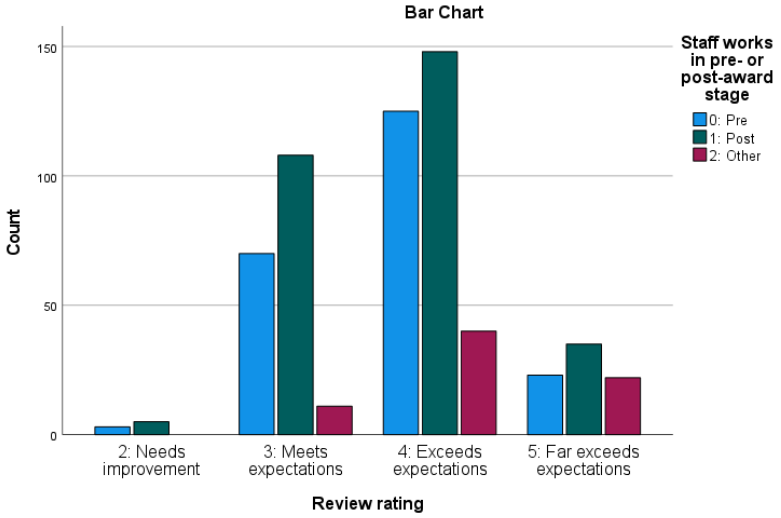
(Figure 55)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27.779[a]	6	<.001
Likelihood Ratio	26.604	6	<.001
Linear-by-Linear Association	8.901	1	.003
N of Valid Cases	590		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is .99.

(Figure 56)



(Figure 57)

Crosstab

			Origin of RAS employee			
			0: New entry	1: Different division	2: Same division	Total
Review rating	2: Needs improvement	Count	2	1	5	8
		Expected Count	1.3	1.7	5.0	8.0
		% within Review rating	25.0%	12.5%	62.5%	100.0%
		% within Origin of RAS employee	2.0%	0.8%	1.4%	1.4%
		% of Total	0.3%	0.2%	0.8%	1.4%
	3: Meets expectations	Count	39	54	96	189
		Expected Count	31.7	39.1	118.2	189.0
		% within Review rating	20.6%	28.6%	50.8%	100.0%
		% within Origin of RAS employee	39.4%	44.3%	26.0%	32.0%
		% of Total	6.6%	9.2%	16.3%	32.0%
	4: Exceeds expectations	Count	52	57	204	313
		Expected Count	52.5	64.7	195.8	313.0
		% within Review rating	16.6%	18.2%	65.2%	100.0%
		% within Origin of RAS employee	52.5%	46.7%	55.3%	53.1%
		% of Total	8.8%	9.7%	34.6%	53.1%
	5: Far exceeds expectations	Count	6	10	64	80
		Expected Count	13.4	16.5	50.0	80.0
		% within Review rating	7.5%	12.5%	80.0%	100.0%
		% within Origin of RAS employee	6.1%	8.2%	17.3%	13.6%
		% of Total	1.0%	1.7%	10.8%	13.6%
Total		Count	99	122	369	590
		Expected Count	99.0	122.0	369.0	590.0
		% within Review rating	16.8%	20.7%	62.5%	100.0%
		% within Origin of RAS employee	100.0%	100.0%	100.0%	100.0%
		% of Total	16.8%	20.7%	62.5%	100.0%

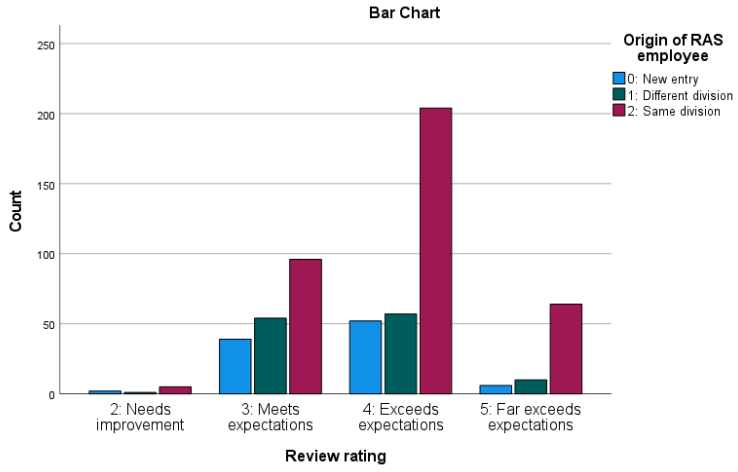
(Figure 58)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.986[a]	6	<.001
Likelihood Ratio	24.773	6	<.001
Linear-by-Linear Association	16.976	1	<.001
N of Valid Cases	590		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 1.34.

(Figure 59)



(Figure 60)

Crosstab

			Treatment group		
			0	1	Total
Review rating	2: Needs improvement	Count	4	4	8
		Expected Count	6.1	1.9	8.0
		% within Review rating	50.0%	50.0%	100.0%
		% within Treatment group	0.9%	2.8%	1.4%
		% of Total	0.7%	0.7%	1.4%
	3: Meets expectations	Count	137	52	189
		Expected Count	143.2	45.8	189.0
		% within Review rating	72.5%	27.5%	100.0%
		% within Treatment group	30.6%	36.4%	32.0%
		% of Total	23.2%	8.8%	32.0%
	4: Exceeds expectations	Count	246	67	313
		Expected Count	237.1	75.9	313.0
		% within Review rating	78.6%	21.4%	100.0%
		% within Treatment group	55.0%	46.9%	53.1%
		% of Total	41.7%	11.4%	53.1%
	5: Far exceeds expectations	Count	60	20	80
		Expected Count	60.6	19.4	80.0
		% within Review rating	75.0%	25.0%	100.0%
		% within Treatment group	13.4%	14.0%	13.6%
		% of Total	10.2%	3.4%	13.6%
Total		Count	447	143	590
		Expected Count	447.0	143.0	590.0
		% within Review rating	75.8%	24.2%	100.0%
		% within Treatment group	100.0%	100.0%	100.0%
		% of Total	75.8%	24.2%	100.0%

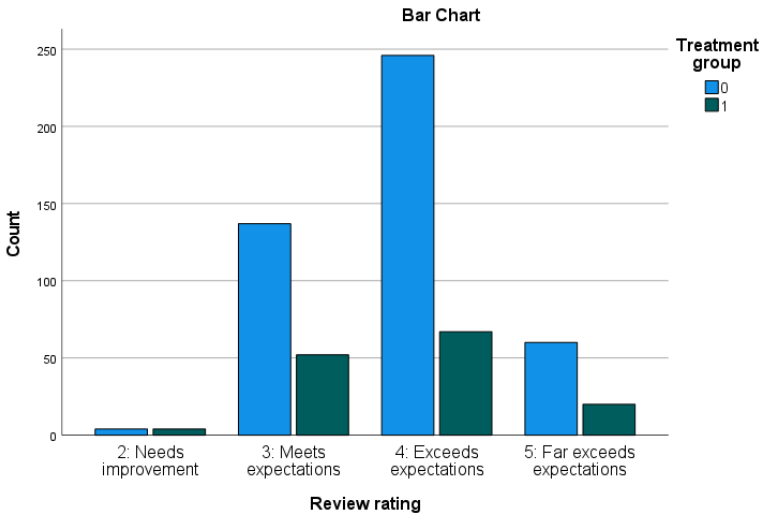
(Figure 61)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.388[a]	3	.145
Likelihood Ratio	4.972	3	.174
Linear-by-Linear Association	1.865	1	.172
N of Valid Cases	590		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 1.94.

(Figure 62)



(Figure 63)

Crosstab

			Age Binned						
			1.00	2.00	3.00	4.00	5.00	6.00	Total
Review rating	2: Needs improvement	Count	0	1	3	1	3	0	8
		Expected Count	.4	1.8	2.5	2.4	.9	.0	8.0
		% within Review rating	0.0%	12.5%	37.5%	12.5%	37.5%	0.0%	100.0%
		% within Age Binned	0.0%	0.8%	1.7%	0.6%	4.4%	0.0%	1.4%
		% of Total	0.0%	0.2%	0.5%	0.2%	0.5%	0.0%	1.4%
	3: Meets expectations	Count	10	40	54	59	26	0	189
		Expected Count	8.6	42.6	58.0	57.3	21.8	.6	189.0
		% within Review rating	5.3%	21.2%	28.6%	31.2%	13.8%	0.0%	100.0%
		% within Age Binned	37.0%	30.1%	29.8%	33.0%	38.2%	0.0%	32.0%
		% of Total	1.7%	6.8%	9.2%	10.0%	4.4%	0.0%	32.0%
	4: Exceeds expectations	Count	16	66	93	102	35	1	313
		Expected Count	14.3	70.6	96.0	95.0	36.1	1.1	313.0
		% within Review rating	5.1%	21.1%	29.7%	32.6%	11.2%	0.3%	100.0%
		% within Age Binned	59.3%	49.6%	51.4%	57.0%	51.5%	50.0%	53.1%
		% of Total	2.7%	11.2%	15.8%	17.3%	5.9%	0.2%	53.1%
	5: Far exceeds expectations	Count	1	26	31	17	4	1	80
		Expected Count	3.7	18.0	24.5	24.3	9.2	.3	80.0
		% within Review rating	1.3%	32.5%	38.8%	21.3%	5.0%	1.3%	100.0%
		% within Age Binned	3.7%	19.5%	17.1%	9.5%	5.9%	50.0%	13.6%
		% of Total	0.2%	4.4%	5.3%	2.9%	0.7%	0.2%	13.6%
Total		Count	27	133	181	179	68	2	590
		Expected Count	27.0	133.0	181.0	179.0	68.0	2.0	590.0
		% within Review rating	4.6%	22.5%	30.7%	30.3%	11.5%	0.3%	100.0%
		% within Age Binned	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	4.6%	22.5%	30.7%	30.3%	11.5%	0.3%	100.0%

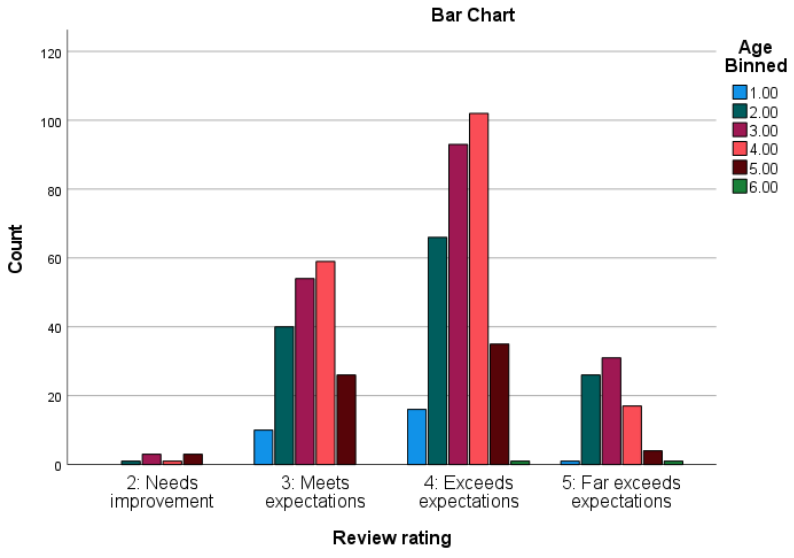
(Figure 64)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.931[a]	15	.066
Likelihood Ratio	23.936	15	.066
Linear-by-Linear Association	3.782	1	.052
N of Valid Cases	590		

a. 10 cells (41.7%) have expected count less than 5. The minimum expected count is .03.

(Figure 65)



(Figure 66)

Crosstab

			Tenure Binend						
			1.00	2.00	3.00	4.00	5.00	6.00	Total
Review rating	2: Needs improvement	Count	3	1	0	0	0	4	8
		Expected Count	2.3	.5	.2	.1	.1	4.7	8.0
		% within Review rating	37.5%	12.5%	0.0%	0.0%	0.0%	50.0%	100.0%
		% within Tenure Binend	1.7%	2.9%	0.0%	0.0%	0.0%	1.1%	1.4%
		% of Total	0.5%	0.2%	0.0%	0.0%	0.0%	0.7%	1.4%
	3: Meets expectations	Count	68	6	1	1	3	110	189
		Expected Count	55.4	10.9	4.2	3.5	3.2	111.8	189.0
		% within Review rating	36.0%	3.2%	0.5%	0.5%	1.6%	58.2%	100.0%
		% within Tenure Binend	39.3%	17.6%	7.7%	9.1%	30.0%	31.5%	32.0%
		% of Total	11.5%	1.0%	0.2%	0.2%	0.5%	18.6%	32.0%
	4: Exceeds expectations	Count	84	24	9	8	5	183	313
		Expected Count	91.8	18.0	6.9	5.8	5.3	185.1	313.0
		% within Review rating	26.8%	7.7%	2.9%	2.6%	1.6%	58.5%	100.0%
		% within Tenure Binend	48.6%	70.6%	69.2%	72.7%	50.0%	52.4%	53.1%
		% of Total	14.2%	4.1%	1.5%	1.4%	0.8%	31.0%	53.1%
	5: Far exceeds expectations	Count	18	3	3	2	2	52	80
		Expected Count	23.5	4.6	1.8	1.5	1.4	47.3	80.0
		% within Review rating	22.5%	3.8%	3.8%	2.5%	2.5%	65.0%	100.0%
		% within Tenure Binend	10.4%	8.8%	23.1%	18.2%	20.0%	14.9%	13.6%
		% of Total	3.1%	0.5%	0.5%	0.3%	0.3%	8.8%	13.6%
Total		Count	173	34	13	11	10	349	590
		Expected Count	173.0	34.0	13.0	11.0	10.0	349.0	590.0
		% within Review rating	29.3%	5.8%	2.2%	1.9%	1.7%	59.2%	100.0%
		% within Tenure Binend	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	29.3%	5.8%	2.2%	1.9%	1.7%	59.2%	100.0%

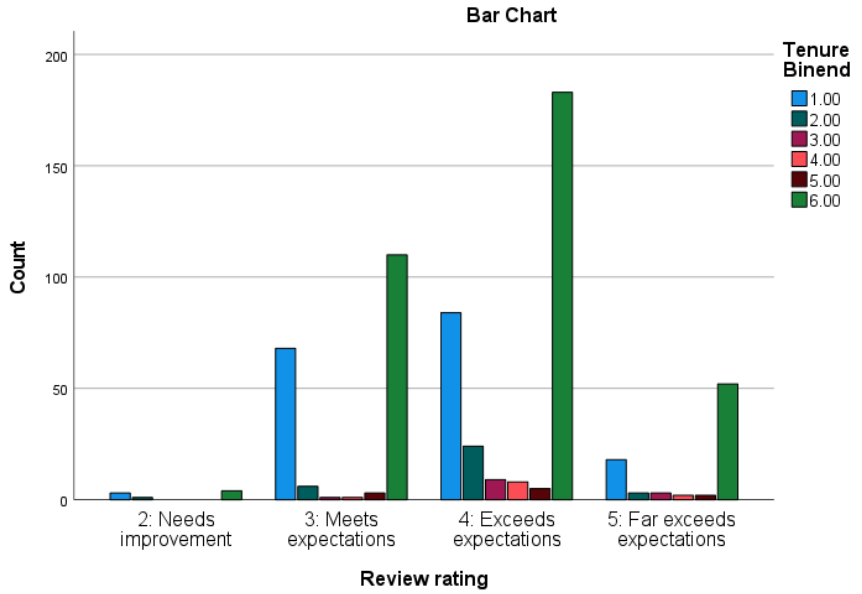
(Figure 67)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.453[a]	15	.240
Likelihood Ratio	20.436	15	.156
Linear-by-Linear Association	3.012	1	.083
N of Valid Cases	590		

a. 13 cells (54.2%) have expected count less than 5. The minimum expected count is .14.

(Figure 68)



(Figure 69)

Crosstab

			Review Year Binned					
			2.00	3.00	4.00	5.00	6.00	Total
Review rating	2: Needs improvement	Count	1	0	3	2	2	8
		Expected Count	1.1	1.9	2.0	2.0	.9	8.0
		% within Review rating	12.5%	0.0%	37.5%	25.0%	25.0%	100.0%
		% within Review Year Binned	1.2%	0.0%	2.0%	1.3%	3.0%	1.4%
		% of Total	0.2%	0.0%	0.5%	0.3%	0.3%	1.4%
	3: Meets expectations	Count	31	51	49	46	12	189
		Expected Count	26.9	44.8	47.4	48.4	21.5	189.0
		% within Review rating	16.4%	27.0%	25.9%	24.3%	6.3%	100.0%
		% within Review Year Binned	36.9%	36.4%	33.1%	30.5%	17.9%	32.0%
		% of Total	5.3%	8.6%	8.3%	7.8%	2.0%	32.0%
	4: Exceeds expectations	Count	44	64	84	87	34	313
		Expected Count	44.6	74.3	78.5	80.1	35.5	313.0
		% within Review rating	14.1%	20.4%	26.8%	27.8%	10.9%	100.0%
		% within Review Year Binned	52.4%	45.7%	56.8%	57.6%	50.7%	53.1%
		% of Total	7.5%	10.8%	14.2%	14.7%	5.8%	53.1%
	5: Far exceeds expectations	Count	8	25	12	16	19	80
		Expected Count	11.4	19.0	20.1	20.5	9.1	80.0
		% within Review rating	10.0%	31.3%	15.0%	20.0%	23.8%	100.0%
		% within Review Year Binned	9.5%	17.9%	8.1%	10.6%	28.4%	13.6%
		% of Total	1.4%	4.2%	2.0%	2.7%	3.2%	13.6%
Total		Count	84	140	148	151	67	590
		Expected Count	84.0	140.0	148.0	151.0	67.0	590.0
		% within Review rating	14.2%	23.7%	25.1%	25.6%	11.4%	100.0%
		% within Review Year Binned	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	14.2%	23.7%	25.1%	25.6%	11.4%	100.0%

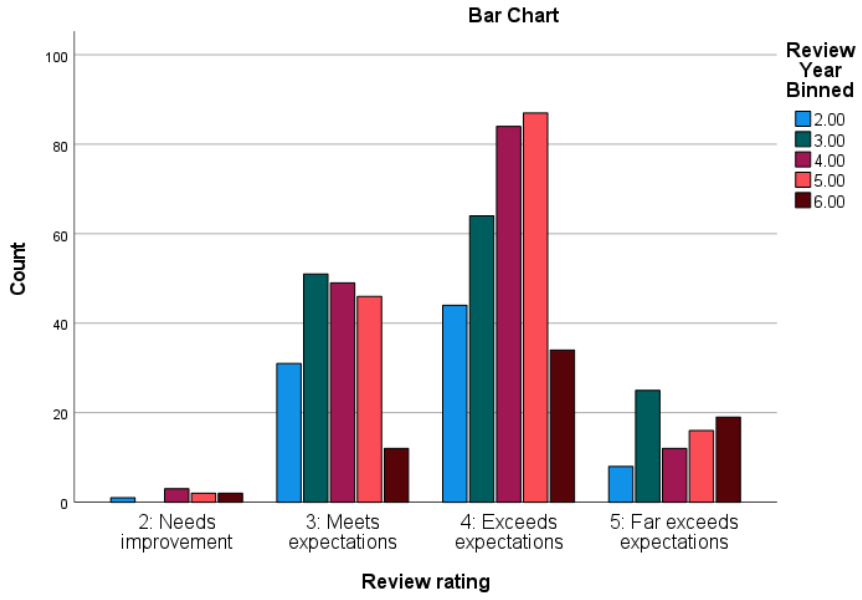
(Figure 70)

Chi-Square Tests

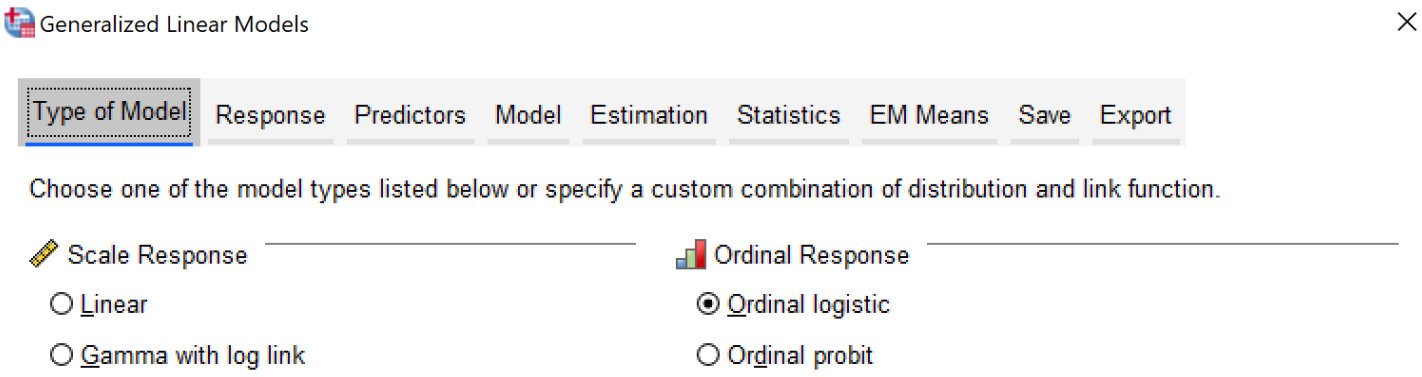
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29.957[a]	12	.003
Likelihood Ratio	30.195	12	.003
Linear-by-Linear Association	4.463	1	.035
N of Valid Cases	590		

a. 5 cells (25.0%) have expected count less than 5. The minimum expected count is .91.

(Figure 71)

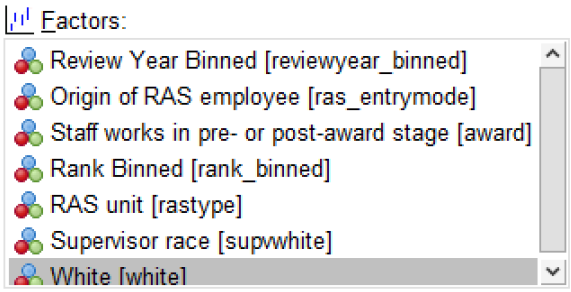


(Figure 72)



(Figure 73)

(Figure 74)



(Figure 75)

Parameter Estimates

Parameter		B	Std. Error	95% Wald Confidence Interval Lower	95% Wald Confidence Interval Upper	Hypothesis Test Wald Chi-Square	Hypothesis Test df	Hypothesis Test Sig.
Threshold	[Review rating=2]	-7.700	.8141	-9.296	-6.104	89.447	1	.000
	[Review rating=3]	-3.787	.7231	-5.204	-2.370	27.428	1	<.001
	[Review rating=4]	-.716	.6995	-2.087	.655	1.047	1	.306
[Review Year Binned=2.00]		-.880	.3543	-1.575	-.186	6.174	1	.013
[Review Year Binned=3.00]		-.605	.3355	-1.262	.053	3.248	1	.072
[Review Year Binned=4.00]		-.798	.3445	-1.473	-.123	5.369	1	.020
[Review Year Binned=5.00]		-.608	.3551	-1.304	.088	2.928	1	.087
[Review Year Binned=6.00]		0[a]	.	.	.	.	.	.
[Origin of RAS employee=0]		-.674	.2675	-1.198	-.149	6.344	1	.012
[Origin of RAS employee=1]		-.844	.2336	-1.302	-.386	13.062	1	<.001
[Origin of RAS employee=2]		0[a]	.	.	.	.	.	.
[Staff works in pre- or post-award stage=0]		-.362	.3824	-1.111	.388	.895	1	.344
[Staff works in pre- or post-award stage=1]		-.608	.3766	-1.346	.130	2.606	1	.106
[Staff works in pre- or post-award stage=2]		0[a]	.	.	.	.	.	.
[Rank Binned=1.00]		-2.217	.5663	-3.327	-1.108	15.334	1	<.001
[Rank Binned=2.00]		-1.534	.5263	-2.566	-.503	8.497	1	.004
[Rank Binned=3.00]		-.910	.5226	-1.934	.114	3.034	1	.082
[Rank Binned=4.00]		-.313	.5677	-1.426	.799	.304	1	.581
[Rank Binned=6.00]		0[a]	.	.	.	.	.	.
[RAS unit=1]		.524	.6968	-.842	1.889	.564	1	.452
[RAS unit=2]		-.440	.6820	-1.777	.897	.416	1	.519
[RAS unit=3]		-1.064	.6601	-2.358	.230	2.598	1	.107
[RAS unit=4]		-.193	.6324	-1.432	1.047	.093	1	.761
[RAS unit=5]		-.671	.6782	-2.000	.658	.979	1	.322
[RAS unit=6]		-.047	.6336	-1.288	1.195	.005	1	.941
[RAS unit=7]		.733	.6916	-.623	2.088	1.122	1	.290
[RAS unit=8]		.408	.6303	-.827	1.643	.419	1	.517
[RAS unit=9]		-.780	.6825	-2.117	.558	1.305	1	.253
[RAS unit=10]		0[a]	.	.	.	.	.	.
[Supervisor race=0]		-.340	.2576	-.845	.165	1.740	1	.187
[Supervisor race=1]		0[a]	.	.	.	.	.	.
[White=0]		-.322	.1814	-.677	.034	3.144	1	.076
[White=1]		0[a]	.	.	.	.	.	.
(Scale)		1[b]						

Dependent Variable: Review rating
Model: (Threshold), Review Year Binned, Origin of RAS employee, Staff works in pre- or post-award stage, Rank Binned, RAS unit, Supervisor race, White

a. Set to zero because this parameter is redundant.

b. Fixed at the displayed value.

(Figure 76)

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Count of merit	242	6	0	6	1.86	1.381	1.908
Valid N (listwise)	242						

(Figure 77)

Rank (increases from I to Sr Dir)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I	40	16.5	16.5	16.5
	II	90	37.2	37.2	53.7
	III	89	36.8	36.8	90.5
	Mgr	10	4.1	4.1	94.6
	Dir	11	4.5	4.5	99.2
	Sr Dir	2	.8	.8	100.0
	Total	242	100.0	100.0	

(Figure 78)

Division

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Emory College	15	6.2	6.2	6.2
	Research Administration	6	2.5	2.5	8.7
	School Of Medicine	167	69.0	69.0	77.7
	School Of Public Health	36	14.9	14.9	92.6
	Yerkes National Primate Research Center	18	7.4	7.4	100.0
	Total	242	100.0	100.0	

(Figure 79)

Old --> New:

20 thru 29.99 --> 1
30 thru 39.99 --> 2
40 thru 49.99 --> 3
50 thru 59.99 --> 4
60 thru 69.99 --> 5

(Figure 80)

Old --> New:

0 thru 49.99 --> 1
50 thru 99.99 --> 2
100 thru 149.99 --> 3
150 thru 199.99 --> 4
200 thru 249.99 --> 5
250 thru 299.99 --> 6
300 thru Highest --> 7

(Figure 81)

Count of merit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	45	18.6	18.6	18.6
	1	58	24.0	24.0	42.6
	2	70	28.9	28.9	71.5
	3	37	15.3	15.3	86.8
	4	21	8.7	8.7	95.5
	5	10	4.1	4.1	99.6
	6	1	.4	.4	100.0
	Total	242	100.0	100.0	

(Figure 82)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	70.527[a]	24	<.001
Likelihood Ratio	60.283	24	<.001
N of Valid Cases	242		

a. 24 cells (68.6%) have expected count less than 5. The minimum expected count is .02.

(Figure 83)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	124.955[a]	54	<.001
Likelihood Ratio	119.765	54	<.001
N of Valid Cases	242		

a. 49 cells (70.0%) have expected count less than 5. The minimum expected count is .02.

(Figure 84)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	44.506[a]	6	<.001
Likelihood Ratio	27.084	6	<.001
Linear-by-Linear Association	7.679	1	.006
N of Valid Cases	242		

a. 5 cells (35.7%) have expected count less than 5. The minimum expected count is .12.

(Figure 85)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	124.955[a]	54	<.001
Likelihood Ratio	119.765	54	<.001
Linear-by-Linear Association	.907	1	.341
N of Valid Cases	242		

a. 49 cells (70.0%) have expected count less than 5. The minimum expected count is .02.

(Figure 86)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.823[a]	12	.004
Likelihood Ratio	29.250	12	.004
Linear-by-Linear Association	16.534	1	<.001
N of Valid Cases	242		

a. 7 cells (33.3%) have expected count less than 5. The minimum expected count is .22.

(Figure 87)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.344[a]	6	.038
Likelihood Ratio	14.007	6	.030
Linear-by-Linear Association	2.607	1	.106
N of Valid Cases	242		

a. 3 cells (21.4%) have expected count less than 5. The minimum expected count is .27.

(Figure 88)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	41.707[a]	6	<.001
Likelihood Ratio	41.249	6	<.001
Linear-by-Linear Association	37.950	1	<.001
N of Valid Cases	242		

a. 4 cells (28.6%) have expected count less than 5. The minimum expected count is .19.

(Figure 89)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	41.331[a]	24	.015
Likelihood Ratio	44.978	24	.006
Linear-by-Linear Association	10.055	1	.002
N of Valid Cases	242		

a. 17 cells (48.6%) have expected count less than 5. The minimum expected count is .06.

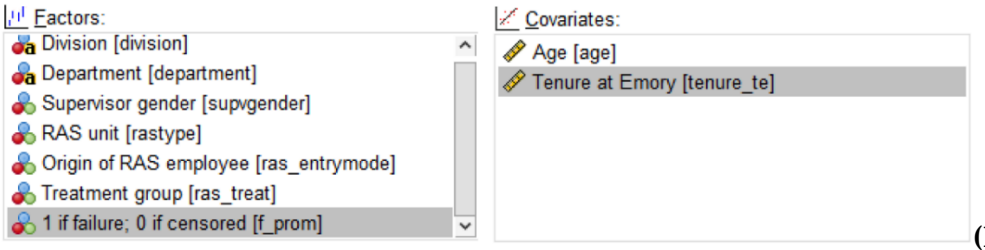
(Figure 90)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	47.789[a]	36	.090
Likelihood Ratio	50.335	36	.057
Linear-by-Linear Association	7.464	1	.006
N of Valid Cases	242		

a. 32 cells (65.3%) have expected count less than 5. The minimum expected count is .04.

(Figure 91)



(Figure 92)

Goodness of Fit[a]

	Value	df	Value/df
Deviance	215.262	226	.952
Scaled Deviance	215.262	226	
Pearson Chi-Square	181.585	226	.803
Scaled Pearson Chi-Square	181.585	226	
Log Likelihood[b]	-365.982		
Akaike's Information Criterion (AIC)	763.964		
Finite Sample Corrected AIC (AICC)	766.382		
Bayesian Information Criterion (BIC)	819.787		
Consistent AIC (CAIC)	835.787		

Dependent Variable: Count of merit
Model: (Intercept), Division, Department, Supervisor gender, Origin of RAS employee, Treatment group, 1 if failure; 0 if censored, Age, Tenure at Emory

a. Information criteria are in smaller-is-better form.

b. The full log likelihood function is displayed and used in computing information criteria.

(Figure 93)

Omnibus Test[a]

Likelihood Ratio Chi-Square	df	Sig.
83.013	15	<.001

Dependent Variable: Count of merit
Model: (Intercept), Division, Department, Supervisor gender, Origin of RAS employee, Treatment group, 1 if failure; 0 if censored, Age, Tenure at Emory

a. Compares the fitted model against the intercept-only model.

(Figure 94)

Tests of Model Effects

	Type III		
Source	Wald Chi-Square	df	Sig.
(Intercept)	.606	1	.436
Division	.[a]	.	.
Department	8.309	4	.081
Supervisor gender	.570	1	.450
Origin of RAS employee	8.337	2	.015
Treatment group	.[a]	.	.
1 if failure; 0 if censored	34.187	1	<.001
Age	4.010	1	.045
Tenure at Emory	.444	1	.505

Dependent Variable: Count of merit
Model: (Intercept), Division, Department, Supervisor gender, Origin of RAS employee, Treatment group, 1 if failure; 0 if censored, Age, Tenure at Emory

a. Unable to compute due to numerical problems

(Figure 95)

Parameter Estimates

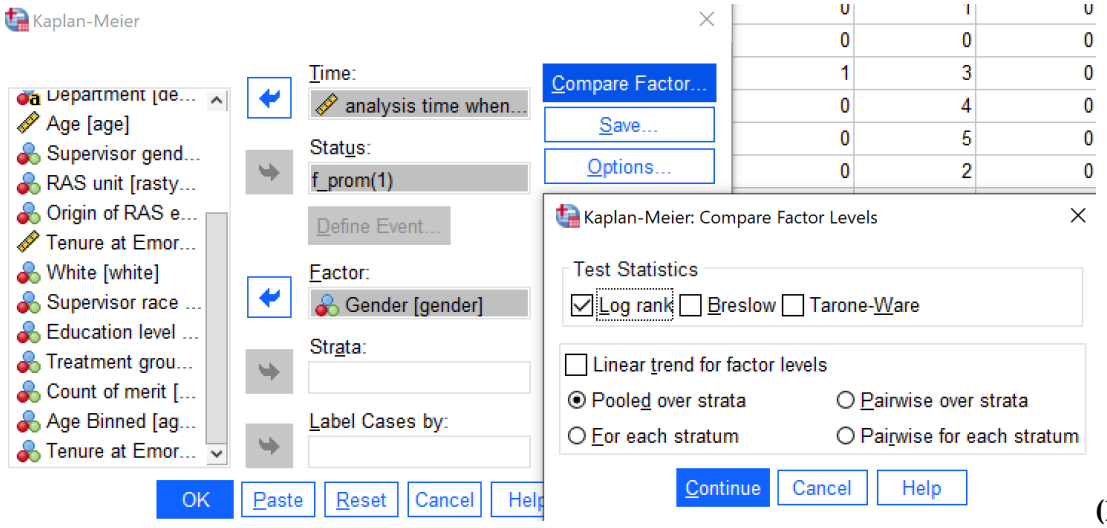
Parameter	B	Std. Error	95% Wald Confidence Interval		Hypothesis Test			Exp(B)	95% Wald Confidence Interval for Exp(B)	
			Lower	Upper	Wald Chi-Square	df	Sig.		Lower	Upper
(Intercept)	.478	.3370	-.182	1.139	2.012	1	.156	1.613	.833	3.122
[Division=Emory College]	.173	.2627	-.342	.688	.435	1	.510	1.189	.711	1.990
[Division=Research Administration]	-.181	.4328	-1.029	.667	.175	1	.676	.834	.357	1.949
[Division=School Of Medicine]	.313	.2444	-.166	.792	1.642	1	.200	1.368	.847	2.208
[Division=School Of Public Health]	.420	.2335	-.037	.878	3.239	1	.072	1.522	.963	2.406
[Division=Yerkes National Primate Research Center]	0[a]	.	.	.	.	.	.	1	.	.
[Department=ECAS: Research Admin. Svcs.]	0[a]	.	.	.	.	.	.	1	.	.
[Department=Shared Service Centers]	0[a]	.	.	.	.	.	.	1	.	.
[Department=SOM: Basic Science RAS]	-.069	.2245	-.509	.371	.094	1	.759	.933	.601	1.449
[Department=SOM: Cancer RAS]	-.133	.2306	-.585	.319	.335	1	.563	.875	.557	1.375
[Department=SOM: Medicine RAS]	-.253	.2128	-.670	.164	1.413	1	.235	.776	.512	1.178
[Department=SOM: Neurosciences/Ort RAS]	-.586	.2378	-1.052	-.119	6.062	1	.014	.557	.349	.887
[Department=SOM: Pediatrics RAS]	-.069	.2104	-.481	.343	.108	1	.742	.933	.618	1.409
[Department=SOM: Specialty & Hospital RAS]	0[a]	.	.	.	.	.	.	1	.	.
[Department=SPH: Research Admin]	0[a]	.	.	.	.	.	.	1	.	.
[Department=YRK: Res Admin Svs]	0[a]	.	.	.	.	.	.	1	.	.
[Supervisor gender=0]	.122	.1610	-.194	.437	.570	1	.450	1.129	.824	1.548
[Supervisor gender=1]	0[a]	.	.	.	.	.	.	1	.	.
[Origin of RAS employee=0]	-.384	.1575	-.692	-.075	5.928	1	.015	.681	.500	.928
[Origin of RAS employee=1]	.045	.1373	-.224	.314	.107	1	.743	1.046	.799	1.369
[Origin of RAS employee=2]	0[a]	.	.	.	.	.	.	1	.	.
[Treatment group=0]	0[a]	.	.	.	.	.	.	1	.	.
[Treatment group=1]	0[a]	.	.	.	.	.	.	1	.	.
[1 if failure; 0 if censored=0]	-.684	.1169	-.913	-.455	34.187	1	<.001	.505	.401	.635
[1 if failure; 0 if censored=1]	0[a]	.	.	.	.	.	.	1	.	.
Age	.012	.0058	.000	.023	4.010	1	.045	1.012	1.000	1.023
Tenure at Emory	.000	.0007	-.001	.002	.444	1	.505	1.000	.999	1.002
(Scale)	1[b]									

Dependent Variable: Count of merit
Model: (Intercept), Division, Department, Supervisor gender, Origin of RAS employee, Treatment group, 1 if failure; 0 if censored, Age, Tenure at Emory

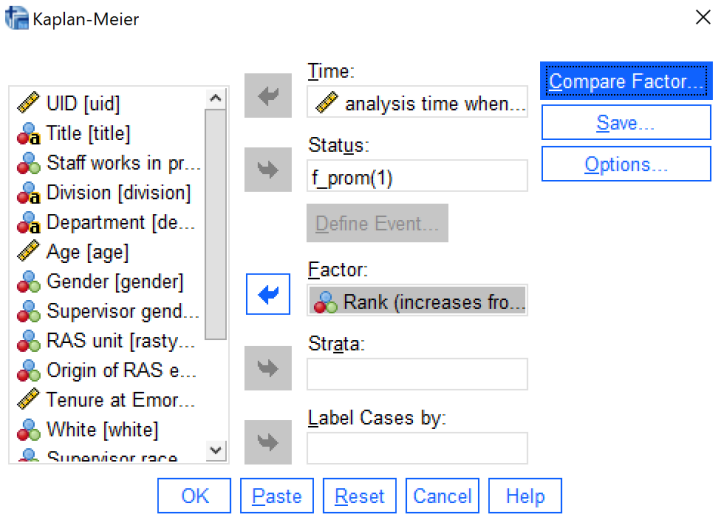
a. Set to zero because this parameter is redundant.

b. Fixed at the displayed value.

(Figure 96)



(Figure 97)



(Figure 98)

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	8.470	5	.132

Test of equality of survival distributions for the different levels of Rank (increases from I to Sr Dir).

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	2.911	2	.233

Test of equality of survival distributions for the different levels of Staff works in pre- or post-award stage.

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	.126	1	.723

Test of equality of survival distributions for the different levels of Supervisor gender.

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	14.263	9	.113

Test of equality of survival distributions for the different levels of RAS unit.

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	.319	1	.572

Test of equality of survival distributions for the different levels of White.

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	2.299	1	.129

Test of equality of survival distributions for the different levels of Supervisor race.

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	1.086	3	.780

Test of equality of survival distributions for the different levels of Education level.

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	.327	1	.567

Test of equality of survival distributions for the different levels of Treatment group.

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	7.185	4	.126

Test of equality of survival distributions for the different levels of Age Binned.

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	11.711	6	.069

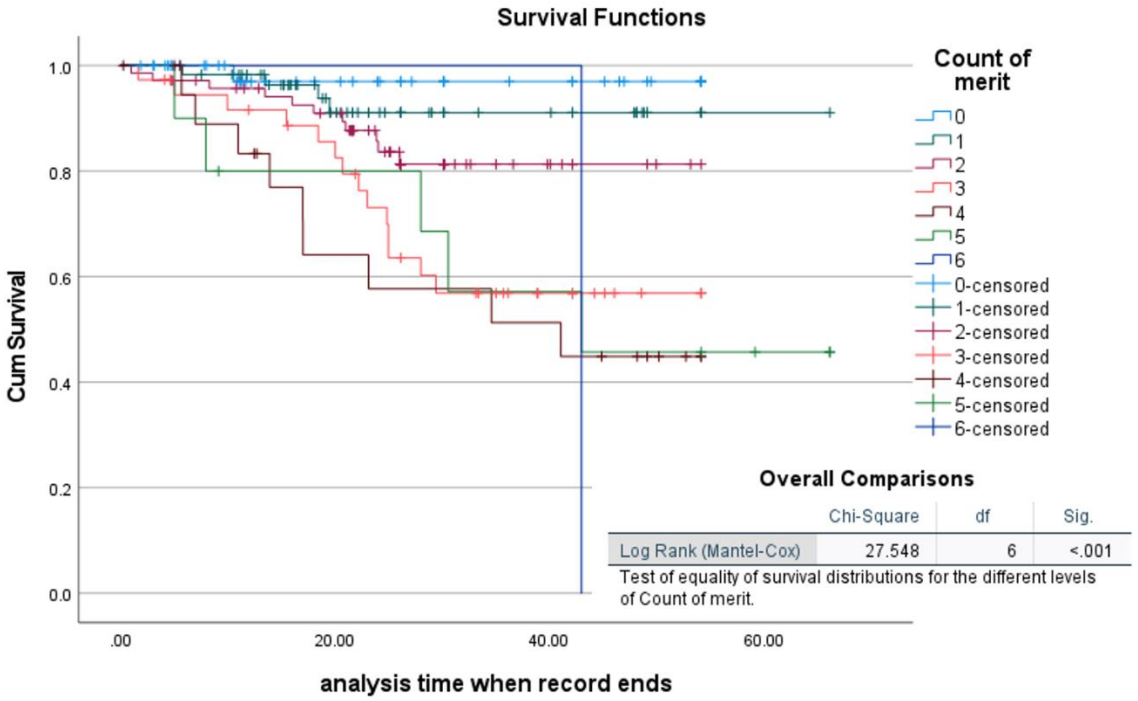
Test of equality of survival distributions for the different levels of Tenure at Emory Binned.

Overall Comparisons

	Chi-Square	df	Sig.
Log Rank (Mantel-Cox)	.115	1	.735

Test of equality of survival distributions for the different levels of Gender.

(Figure 99)

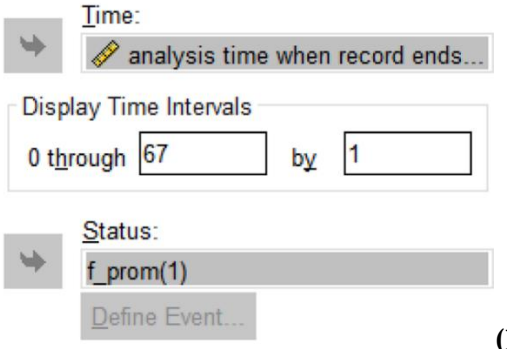


(Figure 100)

Statistics

analysis time when record ends

N	Valid	242
	Missing	0
Mean		26.8203
Median		24.9863
Std. Deviation		15.39688
Range		65.88
Minimum		.26
Maximum		66.15



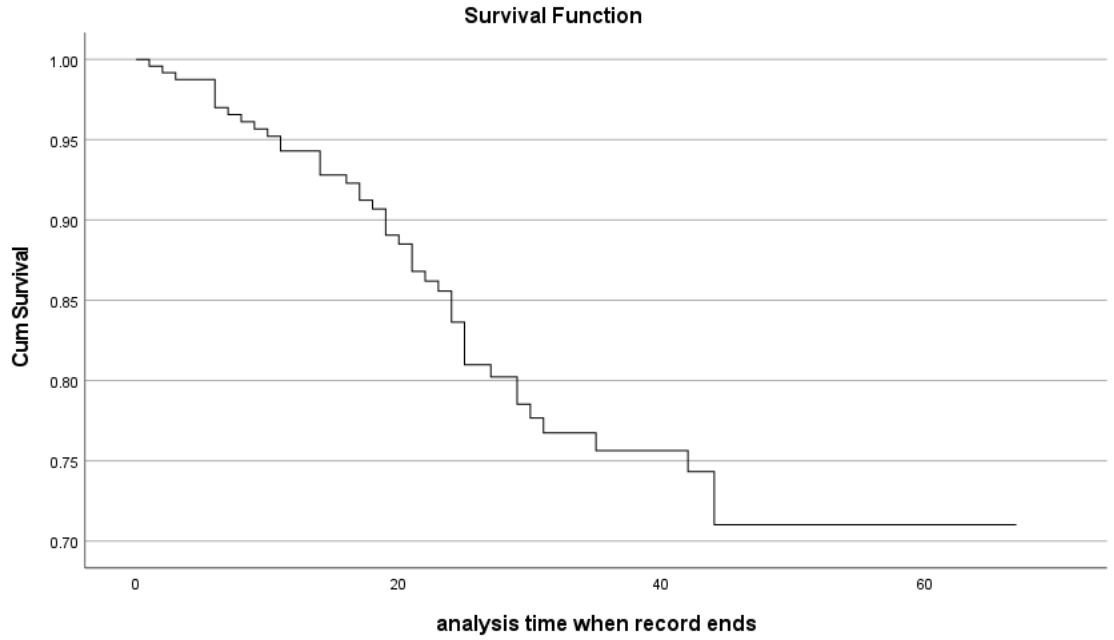
(Figure 101)

Life Table[a]

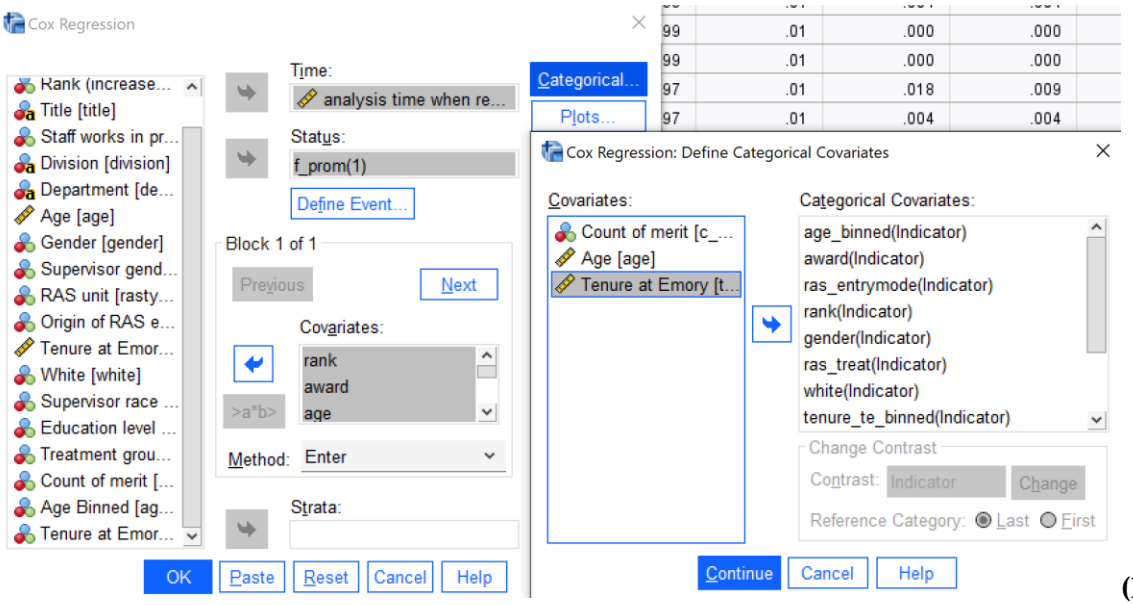
Interval Start Time	Number Entering Interval	Number Withdrawing during Interval	Number Exposed to Risk	Number of Terminal Events	Proportion Terminating	Proportion Surviving	Cumulative Proportion Surviving at End of Interval	Std. Error of Cumulative Proportion Surviving at End of Interval	Probability Density	Std. Error of Probability Density	Hazard Rate	Std. Error of Hazard Rate
0	242	1	241.500	1	.00	1.00	1.00	.00	.004	.004	.00	.00
1	240	1	239.500	1	.00	1.00	.99	.01	.004	.004	.00	.00
2	238	0	238.000	1	.00	1.00	.99	.01	.004	.004	.00	.00
3	237	2	236.000	0	.00	1.00	.99	.01	.000	.000	.00	.00
4	235	8	231.000	0	.00	1.00	.99	.01	.000	.000	.00	.00
5	227	3	225.500	4	.02	.98	.97	.01	.018	.009	.02	.01
6	220	0	220.000	1	.00	1.00	.97	.01	.004	.004	.00	.00
7	219	3	217.500	1	.00	1.00	.96	.01	.004	.004	.00	.00
8	215	1	214.500	1	.00	1.00	.96	.01	.004	.004	.00	.00
9	213	3	211.500	1	.00	1.00	.95	.01	.005	.005	.00	.00
10	209	3	207.500	2	.01	.99	.94	.02	.009	.006	.01	.01
11	204	9	199.500	0	.00	1.00	.94	.02	.000	.000	.00	.00
12	195	4	193.000	0	.00	1.00	.94	.02	.000	.000	.00	.00
13	191	4	189.000	3	.02	.98	.93	.02	.015	.009	.02	.01
14	184	1	183.500	0	.00	1.00	.93	.02	.000	.000	.00	.00
15	183	6	180.000	1	.01	.99	.92	.02	.005	.005	.01	.01
16	176	4	174.000	2	.01	.99	.91	.02	.011	.007	.01	.01
17	170	0	170.000	1	.01	.99	.91	.02	.005	.005	.01	.01
18	169	4	167.000	3	.02	.98	.89	.02	.016	.009	.02	.01
19	162	3	160.500	1	.01	.99	.89	.02	.006	.006	.01	.01
20	158	4	156.000	3	.02	.98	.87	.02	.017	.010	.02	.01
21	151	13	144.500	1	.01	.99	.86	.02	.006	.006	.01	.01
22	137	1	136.500	1	.01	.99	.86	.03	.006	.006	.01	.01
23	135	4	133.000	3	.02	.98	.84	.03	.019	.011	.02	.01
24	128	4	126.000	4	.03	.97	.81	.03	.027	.013	.03	.02
25	120	3	118.500	0	.00	1.00	.81	.03	.000	.000	.00	.00
26	117	20	107.000	1	.01	.99	.80	.03	.008	.008	.01	.01
27	96	1	95.500	0	.00	1.00	.80	.03	.000	.000	.00	.00
28	95	1	94.500	2	.02	.98	.79	.03	.017	.012	.02	.02
29	92	1	91.500	1	.01	.99	.78	.03	.009	.009	.01	.01
30	90	13	83.500	1	.01	.99	.77	.03	.009	.009	.01	.01
31	76	1	75.500	0	.00	1.00	.77	.03	.000	.000	.00	.00
32	75	2	74.000	0	.00	1.00	.77	.03	.000	.000	.00	.00
33	73	3	71.500	0	.00	1.00	.77	.03	.000	.000	.00	.00
34	70	0	70.000	1	.01	.99	.76	.03	.011	.011	.01	.01
35	69	3	67.500	0	.00	1.00	.76	.03	.000	.000	.00	.00
36	66	3	64.500	0	.00	1.00	.76	.03	.000	.000	.00	.00
37	63	0	63.000	0	.00	1.00	.76	.03	.000	.000	.00	.00
38	63	2	62.000	0	.00	1.00	.76	.03	.000	.000	.00	.00
39	61	1	60.500	0	.00	1.00	.76	.03	.000	.000	.00	.00
40	60	2	59.000	0	.00	1.00	.76	.03	.000	.000	.00	.00
41	58	1	57.500	1	.02	.98	.74	.04	.013	.013	.02	.02
42	56	11	50.500	0	.00	1.00	.74	.04	.000	.000	.00	.00
43	45	0	45.000	2	.04	.96	.71	.04	.033	.023	.05	.03
44	43	2	42.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
45	41	2	40.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
46	39	3	37.500	0	.00	1.00	.71	.04	.000	.000	.00	.00
47	36	1	35.500	0	.00	1.00	.71	.04	.000	.000	.00	.00
48	35	7	31.500	0	.00	1.00	.71	.04	.000	.000	.00	.00
49	28	7	24.500	0	.00	1.00	.71	.04	.000	.000	.00	.00
50	21	1	20.500	0	.00	1.00	.71	.04	.000	.000	.00	.00
51	20	0	20.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
52	20	1	19.500	0	.00	1.00	.71	.04	.000	.000	.00	.00
53	19	1	18.500	0	.00	1.00	.71	.04	.000	.000	.00	.00
54	18	14	11.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
55	4	0	4.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
56	4	0	4.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
57	4	0	4.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
58	4	0	4.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
59	4	1	3.500	0	.00	1.00	.71	.04	.000	.000	.00	.00
60	3	0	3.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
61	3	0	3.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
62	3	0	3.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
63	3	0	3.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
64	3	0	3.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
65	3	0	3.000	0	.00	1.00	.71	.04	.000	.000	.00	.00
66	3	3	1.500	0	.00	1.00	.71	.04	.000	.000	.00	.00

a. The median survival time is 66.0000

(Figure 102)



(Figure 103)



(Figure 104)

Variables in the Equation

	B	SE	Wald	df	Sig.	Exp(B)
Rank (increases from I to Sr Dir)			6.034	5	.303	
Rank (increases from I to Sr Dir)(1)	10.121	68.018	.022	1	.882	24856.817
Rank (increases from I to Sr Dir)(2)	8.859	68.017	.017	1	.896	7034.699
Rank (increases from I to Sr Dir)(3)	9.019	68.020	.018	1	.895	8260.271
Rank (increases from I to Sr Dir)(4)	1.563	77.043	.000	1	.984	4.774
Rank (increases from I to Sr Dir)(5)	7.715	68.011	.013	1	.910	2242.412
Staff works in pre- or post-award stage			.733	2	.693	
Staff works in pre- or post-award stage(1)	.540	1.508	.128	1	.720	1.716
Staff works in pre- or post-award stage(2)	.878	1.396	.395	1	.529	2.406
Age	.077	.076	1.015	1	.314	1.080
Gender	-.504	.553	.831	1	.362	.604
Supervisor gender	-1.021	.948	1.162	1	.281	.360
RAS unit			15.128	9	.087	
RAS unit(1)	-.487	1.704	.082	1	.775	.615
RAS unit(2)	-.385	1.645	.055	1	.815	.680
RAS unit(3)	-.022	1.516	.000	1	.989	.979
RAS unit(4)	-1.192	1.497	.634	1	.426	.304
RAS unit(5)	.897	1.542	.339	1	.561	2.453
RAS unit(6)	-1.955	1.509	1.679	1	.195	.142
RAS unit(7)	-.364	1.841	.039	1	.843	.695
RAS unit(8)	-1.368	1.443	.899	1	.343	.255
RAS unit(9)	-1.105	1.671	.437	1	.508	.331
Origin of RAS employee			4.050	2	.132	
Origin of RAS employee (1)	.834	.644	1.677	1	.195	2.302
Origin of RAS employee (2)	-1.146	.790	2.107	1	.147	.318
Tenure at Emory	.002	.008	.048	1	.826	1.002
White	.082	.406	.040	1	.841	1.085
Supervisor race	-1.510	.578	6.828	1	.009	.221
Education level			.649	3	.885	
Education level(1)	6.451	57.569	.013	1	.911	633.498
Education level(2)	6.021	57.569	.011	1	.917	411.880
Education level(3)	5.945	57.569	.011	1	.918	382.020
Treatment group			.	0[a]	.	
Count of merit	.835	.201	17.266	1	<.001	2.304
Age Binned			3.600	4	.463	
Age Binned(1)	4.061	2.984	1.852	1	.174	58.053
Age Binned(2)	3.945	2.471	2.548	1	.110	51.668
Age Binned(3)	2.952	1.810	2.660	1	.103	19.152
Age Binned(4)	2.221	1.294	2.947	1	.086	9.212
Tenure at Emory Binned			1.598	6	.953	
Tenure at Emory Binned (1)	7.443	31.206	.057	1	.811	1707.327
Tenure at Emory Binned (2)	7.809	31.175	.063	1	.802	2461.737
Tenure at Emory Binned (3)	7.392	31.164	.056	1	.813	1622.404
Tenure at Emory Binned (4)	6.804	31.135	.048	1	.827	901.561
Tenure at Emory Binned (5)	6.335	31.124	.041	1	.839	563.946
Tenure at Emory Binned (6)	-.889	42.803	.000	1	.983	.411

a. Degree of freedom reduced because of constant or linearly dependent covariates

(Figure 105)