

**Administrative Heads Survey 2008**

**I. Mission of the University**

| SCT | NUJ | QDESC  | N  | Mean | St. dev. | SD | D  | N  | A  | SA | DK | Omit |
|-----|-----|--|----|------|----------|----|----|----|----|----|----|------|
| I   | 1   | I am aware of AUB mission statement.                   | 30 | 4.5  | 0.5      |    |    |    | 47 | 53 |    |      |
| I   | 2   | The mission statement is clear and transparent in lar  | 30 | 4.3  | 0.7      |    | 3  | 7  | 47 | 43 |    |      |
| I   | 3   | The mission statement reflects the ideals and values   | 30 | 4.3  | 0.8      |    | 3  | 10 | 43 | 43 |    |      |
| I   | 4   | The mission statement is realistic and achievable.     | 30 | 4.1  | 0.6      |    |    | 13 | 63 | 23 |    |      |
| I   | 5   | The mission statement is shared with and properly c    | 29 | 3.5  | 0.8      |    | 17 | 17 | 60 | 3  | 3  |      |
| I   | 6   | The mission statement reflects AUB's role in the regi  | 30 | 4.1  | 0.8      |    | 3  | 20 | 40 | 37 |    |      |
| I   | 7   | AUB has been successful in achieving it.               | 30 | 3.5  | 0.7      |    | 10 | 33 | 53 | 3  |    |      |
| I   | 8   | I participated in the development of the mission state | 30 | 2.6  | 1.2      | 20 | 30 | 20 | 27 | 3  |    |      |

**II. Planning, Resources, and Institutional Renewal**

|    |    |   |    |     |     |    |    |    |    |    |   |   |
|----|----|---|----|-----|-----|----|----|----|----|----|---|---|
| II | 9  | I am aware of campus-wide goals and objectives.           | 30 | 3.4 | 1.0 | 3  | 20 | 13 | 57 | 7  |   |   |
| II | 10 | I am aware of goals and objectives in my faculty or d     | 30 | 4.1 | 0.9 | 3  | 3  | 7  | 50 | 37 |   |   |
| II | 11 | I am aware of specific goals and objectives for my de     | 30 | 4.5 | 0.8 |    | 3  | 7  | 27 | 63 |   |   |
| II | 12 | Campus-wide goals and objectives are clear and wel        | 28 | 3.0 | 1.0 | 7  | 17 | 40 | 27 | 3  | 3 | 3 |
| II | 13 | Goals and objectives in my faculty or division (A&S, H    | 30 | 4.0 | 1.0 | 3  | 7  | 7  | 50 | 33 |   |   |
| II | 14 | Specific goals and objectives for my department or u      | 29 | 4.3 | 0.8 |    | 3  | 7  | 43 | 43 |   | 3 |
| II | 15 | I am aware of the content of campus-wide strategic p      | 30 | 3.7 | 0.9 | 3  | 7  | 20 | 57 | 13 |   |   |
| II | 16 | I am aware of the content of strategic plan in my fac     | 30 | 4.1 | 0.8 | 3  |    | 7  | 63 | 27 |   |   |
| II | 17 | I am aware of the content of specific goals and objec     | 29 | 4.4 | 0.7 |    |    | 10 | 33 | 53 |   | 3 |
| II | 18 | I provided input (advice, data) into campus-wide stra     | 30 | 3.6 | 1.1 | 3  | 20 | 13 | 43 | 20 |   |   |
| II | 19 | I provided input (advice, data) into strategic plan in m  | 30 | 3.7 | 1.1 | 7  | 7  | 17 | 53 | 17 |   |   |
| II | 20 | I provided input (advice, data) into strategic plan for r | 29 | 4.4 | 0.7 |    | 3  | 3  | 40 | 50 |   | 3 |
| II | 21 | The process for developing campus-wide strategic p        | 29 | 3.0 | 1.1 | 10 | 13 | 43 | 23 | 7  | 3 |   |
| II | 22 | The process for developing strategic plan in my facul     | 30 | 3.6 | 1.0 | 3  | 10 | 23 | 47 | 17 |   |   |
| II | 23 | The process for developing strategic plan for my dep      | 29 | 4.2 | 0.8 |    | 7  | 7  | 47 | 37 |   | 3 |
| II | 24 | I am aware of campus-wide operating plan (budget).        | 30 | 3.2 | 1.2 | 7  | 27 | 23 | 27 | 17 |   |   |
| II | 25 | I am aware of operating plan (budget) for my faculty e    | 30 | 3.8 | 1.1 | 3  | 13 | 17 | 37 | 30 |   |   |
| II | 26 | I am aware of operating plan (budget) for my departm      | 29 | 4.4 | 0.8 |    | 3  | 7  | 33 | 53 |   | 3 |
| II | 27 | I provided input (advice, data) into campus-wide ope      | 30 | 2.8 | 1.4 | 23 | 27 | 13 | 20 | 17 |   |   |
| II | 28 | I provided input (advice, data) into operating plan (bu   | 30 | 3.4 | 1.5 | 23 | 7  | 7  | 37 | 27 |   |   |
| II | 29 | I provided input (advice, data) into operating plan (bu   | 29 | 4.4 | 1.0 | 3  | 3  | 3  | 27 | 60 |   | 3 |
| II | 30 | Campus-wide plans (budgets) allocate resources tha        | 28 | 3.2 | 0.9 | 3  | 17 | 37 | 33 | 3  | 7 |   |
| II | 31 | Plans (budgets) in my faculty or division (A&S, Huma      | 29 | 3.4 | 1.0 | 3  | 17 | 27 | 40 | 10 | 3 |   |
| II | 32 | Specific plans (budgets) for my department or unit (C     | 29 | 3.5 | 1.0 | 3  | 13 | 23 | 47 | 10 |   | 3 |

|                       |    |   |    |     |     |    |    |    |    |    |    |
|-----------------------|----|---|----|-----|-----|----|----|----|----|----|----|
| II                    | 33 | I am aware of performance targets (outcome statements)                                  | 29 | 3.2 | 1.0 | 10 | 7  | 43 | 30 | 7  | 3  |
| II                    | 34 | I am aware of performance targets (outcome statements)                                  | 30 | 3.6 | 1.1 | 7  | 7  | 27 | 37 | 23 |    |
| II                    | 35 | I am aware of performance targets (outcome statements)                                  | 28 | 4.4 | 0.7 |    |    | 13 | 33 | 47 | 3  |
| II                    | 36 | Progress towards achieving campus-wide targets (outcome statements)                     | 24 | 3.2 | 1.0 | 7  | 7  | 33 | 30 | 3  | 20 |
| II                    | 37 | Progress towards achieving targets (outcome statements) in my unit                      | 26 | 3.8 | 0.8 | 3  |    | 20 | 50 | 13 | 13 |
| II                    | 38 | Progress towards achieving specific targets (outcome statements)                        | 27 | 4.2 | 0.9 | 3  |    | 10 | 40 | 37 | 7  |
| II                    | 39 | In my unit, human resources are properly utilized to support the unit's mission         | 30 | 4.2 | 0.8 |    | 7  | 7  | 50 | 37 |    |
| II                    | 40 | In my unit, facilities resources are properly utilized to support the unit's mission    | 30 | 4.1 | 0.9 | 3  | 3  | 7  | 57 | 30 |    |
| II                    | 41 | In my unit, financial resources are properly utilized to support the unit's mission     | 30 | 4.1 | 0.7 |    | 3  | 10 | 57 | 30 |    |
| II                    | 42 | In my unit, technological resources are properly utilized to support the unit's mission | 30 | 4.2 | 0.6 |    |    | 10 | 63 | 27 |    |
| II                    | 43 | In my unit, equipment resources are properly utilized to support the unit's mission     | 30 | 4.1 | 0.6 |    |    | 13 | 60 | 27 |    |
| II                    | 44 | My unit has transparent procedures for allocating human resources                       | 30 | 4.2 | 0.9 | 3  | 3  | 3  | 53 | 37 |    |
| II                    | 45 | My unit has transparent procedures for allocating facilities resources                  | 29 | 4.3 | 0.7 |    | 3  | 3  | 53 | 37 | 3  |
| II                    | 46 | My unit has transparent procedures for allocating financial resources                   | 30 | 4.1 | 0.8 | 3  |    | 7  | 63 | 27 |    |
| II                    | 47 | My unit has transparent procedures for allocating technological resources               | 29 | 4.1 | 0.6 |    | 3  | 3  | 67 | 23 | 3  |
| II                    | 48 | My unit has transparent procedures for allocating equipment resources                   | 29 | 4.2 | 0.7 |    | 3  | 7  | 57 | 30 | 3  |
| II                    | 49 | The effectiveness and efficiency of use of human resources                              | 30 | 4.1 | 0.7 | 3  |    | 3  | 73 | 20 |    |
| II                    | 50 | The effectiveness and efficiency of use of facilities resources                         | 30 | 3.9 | 0.7 |    | 3  | 17 | 63 | 17 |    |
| II                    | 51 | The effectiveness and efficiency of use of financial resources                          | 30 | 4.1 | 0.8 | 3  |    | 7  | 67 | 23 |    |
| II                    | 52 | The effectiveness and efficiency of use of technological resources                      | 30 | 3.8 | 0.7 | 3  |    | 17 | 70 | 10 |    |
| II                    | 53 | The effectiveness and efficiency of use of equipment resources                          | 30 | 3.9 | 0.7 | 3  |    | 10 | 77 | 10 |    |
| II                    | 54 | AUB is successful in raising funds (donations, grants, etc.)                            | 27 | 4.0 | 0.8 |    |    | 27 | 40 | 23 | 10 |
| II                    | 55 | The fundraising revenues are properly allocated to support the unit's mission           | 23 | 3.4 | 1.0 | 3  | 7  | 33 | 20 | 13 | 23 |
| II                    | 56 | In my unit, budget allocation for human resources is appropriate                        | 28 | 3.8 | 0.9 | 3  | 3  | 20 | 53 | 13 | 7  |
| II                    | 57 | In my unit, budget allocation for facilities resources is appropriate                   | 29 | 3.8 | 0.8 |    | 3  | 30 | 47 | 17 | 3  |
| II                    | 58 | In my unit, budget allocation for financial resources is appropriate                    | 29 | 3.8 | 0.8 |    | 3  | 27 | 50 | 17 | 3  |
| II                    | 59 | In my unit, budget allocation for technological resources is appropriate                | 29 | 3.7 | 0.8 |    | 7  | 27 | 53 | 10 | 3  |
| II                    | 60 | In my unit, budget allocation for equipment resources is appropriate                    | 28 | 3.8 | 0.7 |    | 3  | 27 | 53 | 10 | 7  |
| II                    | 61 | I have witnessed/contributed to efforts for cost reduction                              | 30 | 4.5 | 0.8 |    | 3  | 7  | 27 | 63 |    |
| II                    | 62 | I have witnessed/contributed to efforts for improving quality                           | 30 | 4.4 | 0.8 |    | 3  | 7  | 40 | 50 |    |
| <b>III. Integrity</b> |    |   |    |     |     |    |    |    |    |    |    |
| III                   | 63 | AUB policies and procedures are properly adhered to                                     | 30 | 3.2 | 1.1 | 10 | 13 | 33 | 37 | 7  |    |
| III                   | 64 | AUB policies and procedures are clear and properly communicated                         | 30 | 3.7 | 0.8 | 3  | 3  | 20 | 70 | 3  |    |
| III                   | 65 | AUB shows impartial practices in admissions.  | 25 | 3.7 | 0.8 |    | 7  | 20 | 47 | 10 | 17 |
| III                   | 66 | AUB shows impartial practices in recruitment.   | 29 | 3.2 | 1.0 | 3  | 23 | 23 | 40 | 7  | 3  |
| III                   | 67 | AUB shows impartial practices in promotion.   | 29 | 3.1 | 1.0 | 3  | 30 | 23 | 37 | 3  | 3  |

|                       |     |  |    |      |          |              |             |              |       |            |      |  |
|-----------------------|-----|--|----|------|----------|--------------|-------------|--------------|-------|------------|------|--|
| III                   | 68  | AUB provides an environment conducive to teaching          | 30 | 3.9  | 0.9      | 3            | 3           | 13           | 63    | 17         |      |  |
| III                   | 69  | AUB adequately promotes honesty and transparency           | 29 | 3.6  | 1.1      | 7            | 7           | 23           | 47    | 13         | 3    |  |
| III                   | 70  | Student concerns (regarding fair academic assessment)      | 24 | 3.7  | 0.7      |              | 3           | 23           | 47    | 7          | 20   |  |
| III                   | 71  | AUB effectively assures the academic and intellectual      | 29 | 3.6  | 0.8      | 3            | 3           | 30           | 53    | 7          | 3    |  |
| III                   | 72  | AUB adequately protects its members from harassment        | 30 | 3.4  | 1.1      | 3            | 20          | 27           | 37    | 13         |      |  |
| III                   | 73  | I am aware of a system that allows me to report grievances | 29 | 3.7  | 1.1      | 3            | 17          | 7            | 53    | 17         | 3    |  |
| III                   | 74  | Grievances are dealt with efficiently.                     | 27 | 2.9  | 0.9      | 7            | 27          | 30           | 27    |            | 10   |  |
| <b>IV. Assessment</b> |     |  |    |      |          |              |             |              |       |            |      |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | Yes          | No          |              |       |            |      |  |
| IV                    | 75  | Does your Unit have mission statement                      | 30 | 2.0  | 0.2      | 97           | 3           |              |       |            |      |  |
| IV                    | 76  | Does your Unit have stated objectives                      | 30 | 1.9  | 0.3      | 90           | 10          |              |       |            |      |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | Not partic   | Some extent | Great exte   | Omit  |            |      |  |
| IV                    | 77  | To what extent you participated in the development of      | 29 | 2.9  | 0.4      | 3            | 7           | 87           | 3     |            |      |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | Very Consist | Consistent  | Omit         |       |            |      |  |
| IV                    | 78  | Rate the degree of consistency of your Unit's mission      | 29 | 2.8  | 0.4      | 23           | 73          | 3            |       |            |      |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | Clear        | Very Clear  | Don't Know   | Omit  |            |      |  |
| IV                    | 79  | Rate the degree of clarity of your Unit's mission state    | 29 | 3.7  | 0.5      | 30           | 67          |              | 3     |            |      |  |
| IV                    | 80  | Rate the degree of clarity of your Unit's stated object    | 27 | 3.7  | 0.5      | 27           | 63          | 7            | 3     |            |      |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | Very Achiev  | Achievable  | Very Achieva | Omit  | Don't Know |      |  |
| IV                    | 81  | Rate the degree of achievability (realistic) of your Uni   | 29 | 3.2  | 0.6      | 7            | 60          | 30           | 3     |            |      |  |
| IV                    | 82  | Rate the degree of achievability (realistic) of your Uni   | 26 | 3.3  | 0.5      |              | 63          | 23           | 3     | 10         |      |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | Yes          | No          | Omit         |       |            |      |  |
| IV                    | 83  | Does your unit have an assessment plan?                    | 29 | 1.9  | 0.4      | 83           | 13          | 3            |       |            |      |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | D            | N           | A            | SA    | DK         | Omit |  |
| IV                    | 85  | is aligned with unit mission                               | 26 | 4.2  | 0.6      |              | 10          | 50           | 27    | 3          | 10   |  |
| IV                    | 86  | has been implemented                                       | 27 | 4.1  | 0.6      |              | 10          | 57           | 23    |            | 10   |  |
| IV                    | 87  | is sufficiently simple                                     | 27 | 3.9  | 0.7      | 3            | 17          | 57           | 13    |            | 10   |  |
| IV                    | 88  | is practical   | 27 | 4.0  | 0.7      | 3            | 13          | 57           | 17    |            | 10   |  |
| IV                    | 89  | is detailed  | 27 | 4.0  | 0.6      |              | 17          | 57           | 17    |            | 10   |  |
| IV                    | 90  | has a clear timetable                                      | 27 | 4.1  | 0.7      | 3            | 7           | 60           | 20    |            | 10   |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | Yes          | No          | Don't Know   | Omit  |            |      |  |
| IV                    | 92  | Does the plan include key performance indicators (K        | 26 | 1.8  | 0.4      | 70           | 17          | 3            | 10    |            |      |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | Never        | Seldom      | Occasional   | Often | Omit       |      |  |
| IV                    | 93  | comparable peer institutions                               | 24 | 2.9  | 1.0      | 10           | 13          | 33           | 23    | 20         |      |  |
| IV                    | 94  | other benchmarks   | 11 | 2.8  | 1.2      | 7            | 7           | 10           | 13    | 63         |      |  |
| SCT                   | NUJ | QDESC  | N  | Mean | St. dev. | Yes          | No          | Don't Know   | Omit  |            |      |  |

|     |     |   |          |             |                 |           |        |            |          |           |            |      |
|-----|-----|---|----------|-------------|-----------------|-----------|--------|------------|----------|-----------|------------|------|
| IV  | 95  | Are assessment results used?                                    | 25       | 2.0         | 0.2             | 80        | 3      | 7          | 10       |           |            |      |
| SCT | NUJ | QDESC   | <b>N</b> | <b>Mean</b> | <b>St. dev.</b> | Yes       | No     | Don't Know | Omit     |           |            |      |
| IV  | 97  | Are results of assessment shared?                               | 25       | 1.9         | 0.3             | 73        | 10     | 7          | 10       |           |            |      |
| SCT | NUJ | QDESC   | <b>N</b> | <b>Mean</b> | <b>St. dev.</b> | Yes       | No     | Don't Know | Omit     |           |            |      |
| IV  | 99  | Are assessment plans evaluated?                                 | 24       | 1.9         | 0.3             | 73        | 7      | 10         | 10       |           |            |      |
| SCT | NUJ | QDESC   | <b>N</b> | <b>Mean</b> | <b>St. dev.</b> | Never     | Seldom | Occasional | Frequent | Omit      |            |      |
| IV  | 101 | Measures of volume of activity e.g. number of clients           | 27       | 3.6         | 0.9             | 7         | 3      | 7          | 73       | 10        |            |      |
| IV  | 102 | Measures of efficiency e.g. average turnaround time             | 26       | 3.1         | 1.1             | 10        | 13     | 20         | 43       | 13        |            |      |
| IV  | 103 | Measures of service quality e.g. Error rates, accuracy          | 26       | 3.1         | 1.0             | 10        | 3      | 40         | 33       | 13        |            |      |
| IV  | 104 | Client satisfaction surveys e.g. student survey, alumni         | 26       | 2.8         | 0.9             | 10        | 17     | 40         | 20       | 13        |            |      |
| IV  | 105 | Staff discussions/evaluations of services to clients            | 27       | 3.4         | 0.8             | 7         |        | 33         | 50       | 10        |            |      |
| IV  | 106 | Review of existing data e.g. dept. routine records/reports      | 27       | 3.1         | 1.0             | 10        | 7      | 33         | 40       | 10        |            |      |
| IV  | 107 | External evaluators/auditors.                                   | 26       | 2.5         | 1.1             | 23        | 13     | 37         | 13       | 13        |            |      |
| IV  | 108 | Benchmarks/comparisons with peer institutions                   | 27       | 2.6         | 1.0             | 13        | 23     | 37         | 17       | 10        |            |      |
| IV  | 109 | Other methods to obtain client feedback e.g. focus groups       | 27       | 2.4         | 1.0             | 20        | 23     | 33         | 13       | 10        |            |      |
| IV  | 110 | Others specify  | 4        | 3.0         | 1.4             | 3         |        | 3          | 7        | 87        |            |      |
| SCT | NUJ | QDESC   | <b>N</b> | <b>Mean</b> | <b>St. dev.</b> | Very Poor | Poor   | Fair       | Good     | Very Good | Don't Know | Omit |
| IV  | 111 | quality of policies and governance structure                    | 27       | 3.6         | 0.8             | 3         |        | 40         | 37       | 10        | 7          | 3    |
| IV  | 112 | administrator support   | 27       | 3.5         | 1.1             | 7         |        | 43         | 23       | 17        | 7          | 3    |
| IV  | 113 | availability of technical, financial and other needed resources | 27       | 3.3         | 0.9             | 7         | 3      | 37         | 40       | 3         | 7          | 3    |
| IV  | 114 | professional development opportunities for staff to learn       | 27       | 3.3         | 1.1             | 3         | 17     | 37         | 17       | 17        | 7          | 3    |
| SCT | NUJ | QDESC   | <b>N</b> | <b>Mean</b> | <b>St. dev.</b> | SD        | D      | N          | A        | SA        | Omit       |      |
| IV  | 115 | I understand my assessment role                                 | 28       | 4.4         | 0.6             |           |        | 3          | 53       | 37        | 7          |      |
| IV  | 116 | My views on assessment have been taken                          | 28       | 3.6         | 0.8             |           | 7      | 33         | 43       | 10        | 7          |      |
| IV  | 117 | Institutional efforts to encourage and value assessment         | 28       | 3.2         | 0.9             | 7         | 7      | 40         | 40       |           | 7          |      |

**Administrative Heads Survey 2008**

**IV. Assessment**

| QSC TN  | QNUM | QDESC    | Omit |  |  |  |  |  |  |
|---|------|----------|------|--|--|--|--|--|--|
| IV  | 84   | When was | 17   |  |  |  |  |  |  |
| 1998  | 3    |          |      |  |  |  |  |  |  |
| 2000  | 7    |          |      |  |  |  |  |  |  |
| 2001  | 3    |          |      |  |  |  |  |  |  |
| 2002  | 7    |          |      |  |  |  |  |  |  |
| 2003  | 3    |          |      |  |  |  |  |  |  |
| 2004  | 10   |          |      |  |  |  |  |  |  |
| 2006  | 7    |          |      |  |  |  |  |  |  |
| 2007  | 3    |          |      |  |  |  |  |  |  |
| 3 years ago   | 3    |          |      |  |  |  |  |  |  |
| 4 years ago   | 3    |          |      |  |  |  |  |  |  |
| 5 years ago   | 3    |          |      |  |  |  |  |  |  |
| 6 years ago   | 3    |          |      |  |  |  |  |  |  |
| A few years back  | 3    |          |      |  |  |  |  |  |  |
| February 2007   | 3    |          |      |  |  |  |  |  |  |
| From 1999 if you're talking about regular student evaluations | 3    |          |      |  |  |  |  |  |  |
| In parallel with the strategic plan - 2001                    | 3    |          |      |  |  |  |  |  |  |
| is being developed  | 3    |          |      |  |  |  |  |  |  |
| Starting 2000   | 3    |          |      |  |  |  |  |  |  |
| Two years ago   | 3    |          |      |  |  |  |  |  |  |
| year 2007   | 3    |          |      |  |  |  |  |  |  |

| QSC TN | QNUM | QDESC      | Quarterly     | emi-annual    | Annually     | Biannually   | Other  | Omit |
|--------|------|------------|---------------|---------------|--------------|--------------|--------|------|
| IV     | 91   | How frequ  | 23            | 13            | 37           | 7            | 10     | 10   |
| QSC TN | QNUM | QDESC      | tutional plan | ource alloc   | improvement  | aff evaluati | Other  | Omit |
| IV     | 96   | For what p | 10            | 3             | 67           | 3            | 7      | 10   |
| QSC TN | QNUM | QDESC      | Peers         | mediate Super | it Chairpers | Administrat  | Others | Omit |
| IV     | 98   | With Whon  | 30            | 20            | 7            | 17           | 3      | 23   |
| QSC TN | QNUM | QDESC      | Quarterly     | emi-annual    | Annually     | Biannually   | Other  | Omit |
| IV     | 100  | How frequ  | 10            | 3             | 47           | 7            | 7      | 27   |

**V. Background Information**

| QSC TN | QNUM | QDESC  | Male  | Female |       |       |  |  |
|--------|------|--------|-------|--------|-------|-------|--|--|
| V      | 118  | Gender | 73    | 27     |       |       |  |  |
| QSC TN | QNUM | QDESC  | 25-34 | 35-44  | 45-54 | 55-64 |  |  |

|   |      |             |       |               |               |             |             |                 |
|---|------|-------------|-------|---------------|---------------|-------------|-------------|-----------------|
| V | 119  | Age         | 3     | 23            | 33            | 40          |             |                 |
|   | QSCN | QNUM        | QDESC | Completed Col | aduate School |             |             |                 |
| V | 120  | Highest lev | 23    | 77            |               |             |             |                 |
|   | QSCN | QNUM        | QDESC | ss than 1 y   | ess than 5    | ess than 10 | ess than 20 | years or longer |
| V | 121  | Number of   | 3     | 17            | 17            | 30          | 33          |                 |