

Table 1 Interviewee characteristics

	Subject 1	Subject 2	Subject 3	Subject 4	Subject 5	Subject 6	Subject 7	Subject 8	Subject 9
How many people work at the center?	15	80	35-40 full time and 100-150 part time (mostly interviewers)	25	50+	50+	270	10	27
How many of these employees are:									
Researchers	Yes: 1	Yes:	Yes: 8	yes	Yes	Yes	Yes	1	2
Do you have the whole continuum of researchers (assistant researcher, associate researcher, and senior researcher)?	NA	Yes	Yes, but no distinguished researchers.	Yes	Yes	Yes	Yes	NA	NA
Scientists	2	Yes, but only a few	1 scientist.	No scientists on staff. This center uses the researcher title for all non-faculty researchers.	Yes	Yes	Yes	?	Yes
Do you have the whole continuum of Scientists (assistant scientists, associate scientists and senior scientists)?	Yes: 1 Associate scientist 1 Senior scientist	Yes, only a few at assistant	She was hired at associate and is now full.	n/a	Yes	Yes	NN	?	Yes
Does any of your scientists have the Distinguished Title?	No		No	Yes, one researcher	Yes	Unknown	Yes, not sure of number	NA	Yes
Does any of your scientists have the honorific title of Research Professor?	No		No		No	No	Not sure	Not aware of title	Yes
Faculty					No	No			21
Do you have all types of faculty (assistant, associate and full professor)?	The Center's director is faculty. Other faculty are affiliated with the center but work in the department	No faculty	The Director is faculty and has a no-effort appointment. No others.	Faculty affiliates—they are not on the payroll of the center.	No Faculty, only associated faculty working with the Center	We do have faculty appointments, but their actual position on campus is in a department	Yes, 330		

Table 2: Promotions, career advancement, etc. of your staff

	Subject 1	Subject 2	Subject 3	Subject 4	Subject 5	Subject 6	Subject 7	Subject 8	Subject 9
Do you have any problems with recruitment or retention of research scientists?	No	Competitive salaries are a major issue. This center competes with for-profit industry for highly skilled/top level talent	Recruitment is not an issue b/c usually people who come to the Survey Center really want to come there. Retention is also not a huge problem right now; people who are there are there for the fit.	Yes	Yes	Yes	Yes, recruitment and retention	Hard to recruit qualified individuals	Not a significant problem. Some issues with clinical track faculty
Is (office) space ever an issue when hiring and retaining scientists?	No	NA	NA	NA	Sometimes	Sometimes	NA	NA	NA
Do your research scientist ever complain about lack of career advancement possibilities in your research center?	Yes	Yes	Yes	Yes.	Occasionally	Occasionally	Not aware	Yes	
If, yes what are the major issues according to you? Lack of recognition, lack of career possibilities, job	Lack of promotion, Lack of career possibilities,	Salary, how to pay competitive salaries to extraordinary	This is a bigger problem than recruitment/ Retention. There	More researchers would like to be PI's and doing	Recognition has been an issue in the past.	Pay has been an issue in the past, but performance based pay	NA	Lack of PI status. They cannot go after their own funding	

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insecurity, etc.	Salary	skilled people who may go work in private industry. Job security, lack of recognition. Advancement through the ranks is a problem for people who don't publish in the peer-reviewed literature.	is not enough room to grow right now; no opportunity to advance. "We have lost a few ambitious people who wanted more, and there was just nowhere for them to go." And this isn't just about salary; its about rank and title.	their own work. Frustration about being treated as second-class citizens to faculty, esp. the PHD trained researchers.		system has helped			
How do your scientist get a promotion (e.g. from associate to senior scientist)?	Is not organized. Ad hoc	AS soon as they are ready; ad hoc.	They decide when there's some combination of meeting criteria in an internal working document about ranks and titles at the center.	Ad hoc basis.	Yearly reviews that are performance based	Yearly reviews and guidelines on performance and years of service	Dependent on PI	Depends on progression	When being recruited by the competition
How do you scientists get a raise (e.g. is linked to title promotion)	See above	They use both promotion and job description changes; and increasingly the discretionary raises.	They actually think more about pay and getting raises than titles. Increasingly using annual bonuses.	Both rank promotions and revision of job duties; and recently merit raises.	?	performance based pay system has helped	Dependent on PI	Very hard to get a raise without title change. Depends on boss	Yes, linked to title promotion
Are your research scientists involved in grant writing?	Yes	Some	As support on other people's grants only. Researchers and scientists do not have any expectation of brining in their own funds.	They have some who do work on other people's grants, esp. editors (working title). Moving more toward wanting researchers to write grants and contracts	Yes, frequently	Yes, frequently	Yes	Yes	Yes
If yes, do they have supporting functions in grant writing (they help in writing the grant, that is help with literature search, help designing experiments, thinks about (statistical) analyses, etc., but the PI on the grant is the research center director or faculty) or they write their own grants (and are the PI on the PI on the grant)	Supporting	Sometimes they do write their own grants; this operates loosely. They have had PI's in both the research and scientist track, but its not common.	Sometimes they do methods consulting during the grant writing process.	Yes, they do support for grantwriting.	PIs have access to funds that pay for grant writing, but that may change in the future	A general fund for PIs allows for grant writing.	More in support role. Some as PI		Write their own grants
Do some of your research scientist have temporary or permanent PI status?	Yes	Yes	Yes	Yes	Yes, both	Yes, both	Yes, temporary	Yes,	Missing
Do scientists in your institution get the time/money to write a research proposal on which they are the PI? If yes, can you explain how that works?	No	If someone wanted to go after a major grant, and it was a priority area for the center, they might offer some protected	Not at present; if they wanted to they would find a way to provide some coverage.	No; they're not responsible for raising their own money so they don't now. If that were a responsibility of these people	PIs have access to funds that pay for grant writing, but that may change in the future	A general fund for PIs allows for grant writing.	Depends on their funding source. Not if they are 100% on soft money	Yes, with foundation money	Yes, we have small amount of 100 money to support that

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		time on an ad hoc basis. But usually they just do it on nights & weekends.		then they'd have protected time.					
Do you have the feeling that it is more difficult for scientist to obtain grant money than for faculty? If yes, please explain	Absolutely yes.	Yes; the title itself does matter. And faculty might have CV's that are better fit for traditional academic research expectations. Depends on who you apply to.	Yes. Obtaining PI status is a major barrier and an unnecessary burden for non-faculty. Also, reviewers may fail to understand the title and rank a scientist more poorly than faculty. Also less opportunity—if you are billing all your hours to projects there is no time to write high quality grants.	Maybe; there are fewer on-campus opportunities Non-faculty tend to be more senior before they submit; it seems like it's a delay more than a barrier.	Yes	yes	Yes,	Yes, many grants are only available to faculty, and scientists are not given PI status	
Do you have money to bridge scientists' salaries when they are in between research projects (gap funding)?	Yes, money earned with other activities such as short course	Yes, if a project runs out, they will try to shift a person to some other project before laying them off; or give them 6 months notice before a layoff.	Yes, if a project runs out, they will try to shift a person to some other project before laying them off	Horizon is given in offer letter.	Yes, but that will not be certain in the future	Yes, but it rarely is an issue.	No	Yes, pooled contract and foundation money	

Table 3: Opinions about the title of Research Professor

	Subject 1	Subject 2	Subject 3	Subject 4	Subject 5	Subject 6	Subject 7	Subject 8	Subject 9
What do you in general think of the title Research Professor?	Very positive	Strongly support	Strongly support	Strongly support	Strongly support	Strongly support	Good idea. Would be helpful for spousal hires	Very good idea	Funding would be a hard sell
Do you think it would help with recruitment and/or retention? (yes/no)	Yes	Yes. The more flexibility, the better!	Yes. The prestige of the professor title would be very helpful. It would help with recruiting at the highest level especially. A more flexible version of scientist series would be perfect for the people who are now higher-level, PhD-level, most advanced researchers in the center. But they still are not	Yes. Supports more opportunities for academic staff and researchers. We underappreciate, underutilize, and under-employ our soft money research titles. We would have more opportunities for promotion. Would help us recruit higher-level talent to the research titles.	Yes	Yes	Yes	Yes	Might help, but not sure about funding

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			independent and not running their own research programs.						
Do you think it would address some of the career opportunity issues of scientists? (yes/no)	Yes	Yes; but only if this means we get more flexibility in the Scientist series in terms of types of output that are valued.	Yes. It would show respect for the good work that research staff are doing. The hierarchy is unnecessary—the PhD is the highest title in the land. Everyone who has the PhD should be treated with the same respect.	Yes. Current researchers would prefer it; it would carry more cachet. It would improve morale and might improve interactions between faculty and research staff. And externally it would be clearer to people what they do too.	Maybe as long as it doesn't hinder our ability to provide promotions or raises	Yes	Yes	Yes	Not in a significant way
Do you think that the title of research professor should come with permanent PI status? (yes/no)	Yes	Yes, definitely	Yes. Strongly opposed to limits on PI status both in principle and in practice.	Yes. More flexible PI status can only help.	Yes	Yes	Yes, if space is not issue	Yes, depending on space availability	Might be appropriate
To better support scientists to set up their own line of research (and in the process adding research money and overhead to UW), to write grant proposal, and to support research over time, people have suggested that the title of research professor should come with (limited) tenure. What do you think of that idea?	Should be lifetime tenure. If it is a professorship...	Does not think this is realistic. Who would pay their salary? It would be meaningless like the indefinite appointment at present.			No	No	Not good to call it limited tenure	Limited tenure not appropriate term. Should come with bridge money	Not sure how this would work and funded
Currently there are two lines of thought with regard to the title of research professor. In the first line, the title is added to the existing series of scientist (assistant, associate, senior scientist, research professor). Then second line of thought is to create a separate "track (assistant, associate and full research professor). What	First reaction: should be added to the existing track of scientist. Second reaction, it could be a separate track as well, and could be better embedded in the current structure. There should be a teaching professor track and a research professor track.	It should be added.	It should be added.	No opinion.	Should be a separate titling track	Separate / new track	Create separate track	Research professor should be independent investigator	

