

**QUALITY OF FACULTY WORKLIFE
THE UNIVERSITY OF HAWAI'I**

**Sponsored by the
All Campus Council of Faculty Senate Chairs
(ACCFSC)**

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Summary of the Findings

In the fall of 1998, the All Campus Council of Faculty Senate Chairs (ACCFSC) sponsored a survey to measure the quality of faculty worklife at the University of Hawai‘i. The instrument was adapted from a morale survey that had been conducted by the Mānoa Faculty Senate every few years since 1984. The instrument was revised to reflect the concerns of all members of the faculty (i.e., instructors, researchers, specialists, agents and librarians) affiliated with each of the three institutional types represented within the system (i.e., research university, baccalaureate granting, and community colleges).

The study included all 2,932 members of the UH faculty. Three separate mailings yielded 1,511 responses for a 52% return rate. Seven instruments were not useable; analyses were conducted on the remaining 1,504.

The data were analyzed to answer the following questions:

- How do faculty perceive the quality of worklife at UH?
- How are faculty spending their time and how would they prefer to spend it?
- What is the current morale of faculty?
- Has the morale of faculty changed over time, and in the case of UH-Mānoa, how has it changed over time (since the first administration of the survey in 1984)?
- How likely are faculty to leave their position or their institution?
- And finally, are there differences in the quality of worklife, morale, change of morale, or likelihood to leave by campus or faculty group (i.e., classification, academic rank, 9 or 11 month appointment period, sex, and race/ethnicity)?

The following narrative serves to explain the attached tables and appendices in answer to the study’s questions. **Tables 1-3** provide the demographic data on the respondents. The remaining tables provide the results of the survey by major units and campus units. The appendices provide a more detailed breakdown of the results by campus, faculty group and, in the case of UH-Mānoa, by locus of appointment. As these data constitute a census of all faculty members, the results are interpreted as true parameters versus parameter estimates. Thus, no t-values or probabilities are reported.

How do faculty perceive the quality of worklife at UH?

Respondents were asked to indicate their level of agreement or disagreement with 73 statements about the quality of their worklives. **Appendix 1 a-d** includes the means and standard deviations on each of the statements regarding quality of worklife. Faculty were then asked to list the three aspects of their worklives that are most negative and the three that are most positive. Across all faculty members at all campuses, the following received the largest proportion of the first, second or third choices:

Most positive aspects of faculty worklife:

1. Department/unit relations
2. Undergraduate students
3. Relations with department chair
4. Physical work environment
5. Community service

Most negative aspects of faculty worklife:

1. Current salary
2. Support for travel
3. Facilities
4. Undergraduate teaching load
5. Clerical support

Table 4 lists the most positive and negative aspects for each of the four major units. Although the rank order varies by unit, collegial relations and students are the most positive aspects of faculty worklives. Current salary ranks first or second as the most negative aspect of faculty life in each of the four units.

To create more global measures of the quality of worklife, scales were constructed from each substantive set of the 73 statements and analyzed to determine their internal consistency. Nine dimensions were judged reliable for further analysis (alpha coefficients are included in parentheses): professional worklife (.79), reward/evaluation system (.74), collegial relations (.86), students (.68), faculty governance (.88), personal issues (.84), support services (.82), advocacy for the faculty (.79), and confidence in the leadership (.75).

The range is 1 to 5, with “1” indicating the most negative response and “5” indicating the most positive response. The overall rank order of the nine quality of worklife dimensions for all UH faculty from **most positive to most negative** is as follows (means in parentheses):

- Collegial relations (3.80)
- Students (3.33)
- Personal issues (3.13)
- Professional worklife (3.07)
- Reward/evaluation system (3.04)
- Confidence in the leadership (2.87)
- Support services (2.84)
- Faculty governance (2.81)
- Advocacy for the faculty (2.75)

Table 5 provides the means and standard deviations on each of the nine dimensions by campus unit. **Appendices 2-10** provide the means and standard deviations for faculty members on each of the nine quality of worklife scales by faculty classification, academic rank, appointment period, sex, and race/ethnicity.

How are UH faculty spending their time and how would they prefer to spend it?

Faculty were asked to indicate how they allocate their time across typical faculty activities: teaching, research, professional growth, administration, consulting, and service. They were also asked how they would prefer to spend their time. As these activities are most appropriate to instructional faculty, the results reported here are for instructional faculty only. **Table 6** provides the percentage of time spent and time preferred by the instructional faculty in each of the major units (based on those respondents who provided an allocation of 100 percent of their time).

The time spent by instructional faculty in teaching activities varies by institutional type; that is, at Mānoa faculty report that they spend 51 percent of their time on teaching activities, while at UH Hilo faculty report 65 percent, UH West O‘ahu faculty report 62 percent, and the Community College faculty report 71 percent. All faculty indicate that they would like to spend less time on teaching activities with Mānoa and the Community College faculty preferring to spend about 8 percent less of their time on those activities relative to other activities. Instructional faculty at Mānoa spend about 23 percent of their time on research and scholarly activities and would prefer to increase that amount by 10 percent. Hilo and West O‘ahu faculty spend 13 percent and 10 percent, respectively, on research and scholarly activities and would like to increase that by about 8 percent. The Community College faculty spend about 5 percent in such activities and would prefer to allocate another 5 percent.

Instructional faculty within all the major units report that they spend from 4 to 7 percent of their time on professional growth, and all indicate that they would like to spend slightly more. The opposite is true for administrative activities with faculty from all units indicating that they would like to spend less time than they are now. The amount of time spent on administrative activities ranges from a low of 8 percent at Hilo to a high of 12 percent at Mānoa. Less than 2 percent of instructional faculty members’ time is spent in outside consulting or freelance work, and faculty from Mānoa, Hilo, and the Community Colleges prefer to spend slightly more. Finally, instructional faculty from all four major units spend between 8 and 10 percent of their time in service activities and would prefer to spend slightly less time engaged in these activities relative to others.

What is the current morale of faculty?

Faculty members were asked to assess their overall morale on a scale of 1 to 10, with “1” indicating low morale and “10” indicating high morale. The range is 1 to 10 with a midpoint of 5.5. As indicated on **Table 7**, the mean of morale of faculty on all campus units is 5.16. The means are above the midpoint on nine of the campuses and below the midpoint on two. The rank order of the eleven campus units by morale **from the highest to the lowest** is as follows (overall mean in parentheses):

- Employment Training Center (6.47)
- Windward Community College (6.46)
- UH Hilo (6.26)
- Honolulu Community College (6.19)
- Maui Community College (6.09)
- Kapi‘olani Community College (6.07)
- Kaua‘i Community College (5.94)
- Leeward Community College (5.82)
- UH West O‘ahu (5.80)
- Hawai‘i Community College (5.08)
- Mānoa (4.63)

Appendix 11, column #1, provides further detail for Mānoa faculty on overall morale by locus of appointment. **Appendix 13** provides the means and standard deviations for faculty members on overall morale by faculty classification, academic rank, appointment period, sex, and race/ethnicity. Overall morale varies by faculty classification. Among the six classes of faculty, librarians and specialists have the highest morale (means of 5.83, 5.53, respectively), and those with split appointments and researchers have the lowest morale (4.67, 4.38, respectively). There is an inverse

relationship between rank and morale; that is, instructors have the highest morale (mean of 5.85), assistant professors are lower (5.49), associate professors even lower (5.04), and full professors have the lowest morale (4.75). There is virtually no difference in morale by appointment period (9 month versus 11 month appointments). There are differences by sex and race/ethnicity, with women faculty reporting higher morale (mean of 5.34) than men faculty (5.01), and minority faculty reporting higher morale (5.64) than non-minority faculty (4.91).

How has faculty morale changed?

Respondents were asked to indicate on a scale of "1" to "10" to what extent their morale has declined or improved since the time of the last survey (1994 for Mānoa only) or since they became a faculty member at the University of Hawai'i. As reported on **Table 8**, "1" indicates a decline in morale, "5.5" is the midpoint or unchanged morale, and "10" indicates improved morale. Overall the morale of faculty on all campus units has declined with a mean of 4.21.

Two campus units indicated an improvement in morale (means greater than 5.5) and the remaining eight units indicated a decline (means less than 5.5). The rank order of the eleven campus units by change in morale from the **most improved morale to the most declined** morale is as follows (overall mean in parentheses):

Employment Training Center (6.53)
 UH Hilo (5.61)
 Windward Community College (5.29)
 Maui Community College (5.22)
 Honolulu Community College (5.11)
 Kapi'olani Community College (5.09)
 Kaua'i Community College (5.06)
 Leeward Community College (4.88)
 UH West O'ahu (4.84)
 Hawai'i Community College (4.50)
 Mānoa (3.63)

Appendix 11, column #2, provides further detail on change in morale by locus of appointment at UH Mānoa, and **Appendix 12** provides the change in faculty morale reported in past years for the Mānoa campus.

How likely are faculty to leave their position or their institution?

Faculty members were asked how likely they are to leave their current position or their current institution. Responses to the two questions were combined into one construct representing faculty members' likelihood to leave (alpha = .94). **Table 9** provides the means and standard deviations on the responses. The range is 1 to 5, with "1" indicating "not likely to leave" and "5" indicating very likely to leave. Overall, the likelihood of faculty to leave is lower than the midpoint of "3" at a mean of 2.59.

None of the campus means are at or above the midpoint. The rank order of the eleven campus units by the likelihood of their faculty to leave **from least likely to most likely** is as follows (mean in parentheses):

Honolulu Community College (1.88)
Maui Community College (2.02)
UH Hilo (2.11)
Windward Community College (2.11)
Kaua'i Community College (2.29)
Hawai'i Community College (2.29)
Leeward Community College (2.35)
Employment Training Center (2.37)
Kapi'olani Community College (2.42)
UH Mānoa (2.81)
UH West O'ahu (2.87)

Appendix 11, column #3, provides further detail for Mānoa on the likelihood of faculty to leave by locus of appointment.

Further Analyses

The analyses provided here are descriptive. Further analyses could be conducted with these data to answer such questions as: What combination of the nine quality of worklife scales explain the variation in morale, change in morale, or likelihood to leave? Do demographic variables such as sex or rank or race/ethnicity contribute to the explanation of variance? And finally, does the combination of worklife scales and demographics that explains variance hold across the three institutional types in the UH system? In other words, how does the quality of worklife measured in this study vary in its ability to explain morale or likelihood to leave for different faculty groups on different UH campuses?

Table 1

NUMBER AND PERCENT OF RESPONDENTS BY CAMPUS UNITS

Campus	Population	Responses (Useable)	Percent of Total Responses	Response Rate
UH-Mānoa	1873	919	61.1%	49%
UH-Hilo	167	93	6.2%	56%
UH-West O'ahu	26	20	1.3%	77%
UHCC's	866	462	30.7%	53%
Hawai'i	94	52	3.5%	55%
Honolulu	139	80	5.3%	58%
Kapi'olani	221	112	7.4%	51%
Kaua'i	80	36	2.4%	45%
Leeward	177	93	6.2%	53%
Maui	88	46	3.1%	52%
Windward	47	28	1.9%	60%
Emp.Train Ctr (ETC)	20	15	.9%	75%
Blank	-	10	.7%	-
Grand total	2932	1504*	100%	52%

* Seven surveys were incomplete (6 from Mānoa and 1 from Kapi'olani) for an actual return of 1511.

Table 2

DEMOGRAPHICS ON RESPONDENTS BY CAMPUS UNIT

Demographic	Total #* (%)	Mānoa (%)	Hilo (%)	West O'ahu (%)	UHCC's (%)
Faculty Classification					
Instructional	1077 (71.6)	582 (63.3)	81 (87.1)	17 (85.0)	393 (85.1)
Researcher	114 (7.6)	114 (12.4)	N/A	N/A	N/A
Specialist	140 (9.3)	120 (13.1)	5 (5.4)	2 (10.0)	13 (2.8)
Librarian	52 (3.5)	31 (3.4)	3 (3.2)	1 (5.0)	17 (3.7)
Agent	17 (1.1)	17 (1.8)	N/A	N/A	N/A
Split/Other	72 (4.8)	42 (4.6)	1 (1.1)	0	28 (6.0)
Blank	32 (2.1)	13 (1.4)	3 (3.2)	0	11 (2.4)
Academic Rank					
Instructor	193 (12.9)	106 (11.5)	12 (12.9)	1 (5.0)	74 (16.0)
Assistant	277 (18.4)	154 (16.8)	19 (20.4)	3 (15.0)	100 (21.6)
Associate	390 (25.9)	233 (25.4)	18 (19.4)	6 (30.0)	130 (28.1)
Full	516 (34.3)	368 (40.0)	33 (35.5)	5 (25.0)	107 (23.2)
Blank	128 (8.5)	58 (6.3)	11 (11.8)	5 (25.0)	51 (11.0)
Appointment					
9-month	829 (55.1)	431 (46.9)	63 (67.7)	17 (85.0)	317 (68.6)
11-month	599 (39.8)	460 (50.1)	20 (21.5)	3 (15.0)	113 (24.5)
Blank	76 (5.1)	28 (3.0)	10 (10.8)	0	32 (6.9)
Sex					
Female	635 (42.2)	354 (38.5)	32 (34.4)	9 (45.0)	236 (51.1)
Male	818 (54.4)	548 (59.6)	56 (60.2)	11(55.0)	201 (43.5)
Blank	51 (3.4)	17 (1.8)	5 (5.4)	0	25 (5.4)

* Totals include 10 surveys that omitted "campus."

**Table 2
continued**

DEMOGRAPHICS ON RESPONDENTS BY CAMPUS UNIT

Demographic	Total # (%)	Mānoa (%)	Hilo (%)	West O'ahu (%)	UHCC's (%)
Race/Ethnicity					
African-American	6 (.4)	5 (.5)	0	0	1 (.2)
Caucasian	904 (60.1)	603 (65.6)	56 (60.2)	13 (65.0)	231 (50.0)
Chinese	85 (5.7)	53 (5.8)	5 (5.4)	1 (5.0)	26 (5.6)
Filipino	14 (.9)	8 (.9)	0	0	6 (1.3)
Hawaiian/PT	56 (3.7)	20 (2.2)	6 (6.5)	1 (5.0)	29 (6.3)
Hispanic	7 (.5)	4 (.4)	0	1 (5.0)	2 (.4)
East Indians	6 (.4)	5 (.5)	1 (1.1)	0	0
Japanese	231 (15.4)	117 (12.7)	12 (12.9)	1 (5.0)	100 (21.6)
Korean	10 (.7)	6 (.7)	2 (2.2)	0	2 (.4)
Mixed/Other	67 (5.1)	46 (5.0)	5 (5.4)	1 (5.0)	24 (5.2)
Native-American	4 (.3)	2 (.2)	0	0	2 (.4)
Pacific Islander	4 (.3)	1 (.1)	1 (1.1)	0	2 (.4)
Blank	100 (6.6)	49 (5.3)	5 (5.4)	2 (10.0)	37 (8.0)
Minority/Non-minority*					
Minority	500 (33.2)	267 (29.1)	32 (34.4)	5 (25.0)	194 (42.0)
Non-minority	904 (60.1)	603 (65.6)	56 (60.2)	13 (65.0)	231 (50.0)
Blank	100 (606)	49 (5.3)	5 (5.4)	2 (10.0)	37 (8.0)

* For the purpose of analysis, minority includes African-American, Chinese, Filipino, Hawaiian, Hispanic, East Indians, Japanese, Korean, Native-American, Pacific Islander, and mixed/other. Non-minority is Caucasian.

Table 3

LOCUS OF APPOINTMENT BY CAMPUS UNIT

Locus of Appointment	Number of Respondents	Percent of Respondents
UH-Mānoa		
College of Arts & Sciences:		
Arts & Humanities	81	8.8
Languages, Linguistics, & Literature	112	12.2
Natural Sciences	83	9.0
Social Sciences	80	8.8
College of Business Administration	27	2.9
Travel Industry Management	5	.5
College of Health Sciences & Social Welfare:		
School of Medicine	73	7.9
School of Nursing	25	2.7
School of Public Health	15	1.6
School of Social Work	17	1.8
Organized Research Units & Academic Affairs	53	5.8
College of Education	63	6.9
College of Engineering	23	2.5
College of Tropical Ag. & Human Resources	97	10.6
School of Architecture	6	.7
School of Law	7	.8
Library Services	28	3.0
Outreach College	7	.8
SOEST	68	7.4
SHAPS	16	1.7
Student Affairs	30	3.3
Blank	3	.3

**Table 3
continued**

Locus of Appointment	Number of Respondents	Percent of Respondents
UH-Hilo		
College of Ag., Forestry, & Nat. Resource Mgmt.	5	5.4
College of Arts & Sciences:		
School of Business	7	7.5
Humanities Division	21	22.6
Natural Sciences Division	30	32.2
Social Sciences Division	21	22.6
College of Hawaiian Language	2	2.2
Library	3	3.2
Student Affairs	3	3.2
Other	1	1.1
Blank	0	0
UH-West O'ahu		
Business Administration	2	10.0
Humanities	4	20.0
Natural Sciences	1	5.0
Library	1	5.0
Public Administration	0	0
Social Sciences	10	50.0
Student Services	0	0
Other	2	10.0
Blank	0	0
UH-Community Colleges		
Academic Support	36	7.8
Arts & Humanities	58	12.6
Language Arts	54	11.7
Natural Sciences	60	13.0
Student Affairs/Services	47	10.2
Social Sciences	32	6.9
Technical Occupational	148	32.0
Other	7	1.5
Blank	20	4.3

Table 4

MOST POSITIVE ASPECTS OF FACULTY WORKLIFE

Item	First Important	Second Important	Third Important	Total (%)
All Campuses				
Department/unit relations	18.4	13.7	10.1	42.2
Undergraduate students	14.0	8.4	7.2	29.6
Relations with my chair	9.7	4.6	4.4	18.7
Physical work environment	6.6	6.1	5.6	18.3
Community service	6.0	5.9	4.7	16.6
Mānoa				
Department/unit relations	17.4	10.7	10.7	38.8
Undergraduate students	12.0	7.1	5.0	24.1
Graduate students	7.8	7.4	7.0	22.2
Hilo				
Department/unit relations	22.2	11.9	10.8	44.9
Undergraduate students	17.3	9.5	7.5	34.3
Relations with my chair	12.3	3.0	2.7	18.0
West O'ahu				
Undergraduate students	35.3	22.2	18.8	76.3
Department/unit relations	11.8	33.3	-	45.1
Campus faculty relations	5.9	5.9	18.8	30.6
UHCC's				
Department/unit relations	19.5	19.1	9.1	47.7
Undergraduate students	16.4	10.0	10.5	36.9
Relations with my chair	4.9	10.0	8.7	23.6

**Table 4
continued**

MOST NEGATIVE ASPECTS OF FACULTY WORKLIFE

Item	First Important	Second Important	Third Important	Total (%)
All Campuses				
My current salary	8.9	6.0	6.7	21.6
Support for professional travel	5.2	6.2	5.1	16.5
Facilities	4.5	6.3	5.6	16.4
Undergraduate teaching load	10.7	2.1	2.2	15.0
Clerical support	3.1	4.7	3.7	11.5
Mānoa				
My current salary	9.0	5.6	5.7	20.3
Support for professional travel	6.5	6.1	6.0	18.6
Facilities	5.8	4.8	6.8	17.4
Hilo				
Extramural research funds	1.3	11.8	8.3	21.4
My current salary	11.3	7.9	1.7	20.9
Research support services	5.0	6.6	8.3	19.9
West O'ahu				
My current salary	27.8	17.6	17.6	63.0
Retirement benefits	-	17.6	5.9	23.5
Support for professional travel	-	17.6	5.9	23.5
UHCC's				
Undergraduate teaching load	27.8	4.5	5.2	37.5
My current salary	7.4	5.9	9.3	22.6
Technological support	6.9	6.2	4.8	17.9
Computing facilities	5.9	4.8	7.2	17.9

Table 5

QUALITY OF FACULTY WORKLIFE CONSTRUCTS BY CAMPUS UNITS

Constructs	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Professional Worklife (1491)	3.07 (.61)	3.02 (.59)	3.16 (.56)	3.16 (.59)	3.14 (.66)	3.08 (.63)	3.21 (.67)	3.07 (.69)	3.46 (.68)	2.96 (.64)	3.22 (.57)	3.15 (.60)	3.46 (.68)
Rewards and Evaluation (1486)	3.04 (.75)	2.99 (.70)	3.14 (.66)	3.10 (.76)	3.11 (.84)	2.93 (.72)	3.27 (.74)	3.18 (.93)	3.06 (.67)	2.85 (.85)	3.10 (.80)	3.33 (.76)	3.70 (.69)
Collegial Relations (1489)	3.80 (.79)	3.68 (.79)	3.89 (.90)	3.95 (.75)	4.01 (.72)	3.71 (.77)	4.04 (.60)	4.02 (.74)	3.91 (.78)	4.00 (.74)	4.26 (.63)	4.20 (.64)	3.90 (.93)
Students (1443)	3.33 (.69)	3.28 (.65)	3.38 (.71)	3.98 (.62)	3.40 (.75)	3.41 (.74)	3.38 (.75)	3.43 (.77)	3.50 (.62)	3.07 (.75)	3.76 (.63)	3.57 (.66)	3.69 (.76)
Faculty Governance (1467)	2.81 (.78)	2.70 (.75)	3.12 (.73)	2.89 (.78)	2.97 (.80)	2.80 (.81)	3.16 (.74)	2.89 (.84)	3.08 (.65)	2.82 (.86)	3.12 (.79)	3.08 (.69)	3.20 (.85)
Personal Factors (1483)	3.13 (.91)	3.10 (.93)	3.34 (.73)	2.60 (.88)	3.17 (.91)	3.47 (.77)	3.23 (.97)	3.11 (.92)	3.26 (.72)	2.89 (.89)	3.30 (.98)	3.04 (.90)	3.52 (.90)
Support Services (1485)	2.84 (.84)	2.78 (.81)	2.70 (.82)	3.10 (.77)	2.96 (.89)	2.95 (.88)	3.24 (.85)	2.87 (.93)	3.23 (.60)	2.80 (.94)	2.74 (.87)	2.87 (.83)	3.42 (.80)
Advocacy for UH Faculty (1461)	2.75 (.68)	2.62 (.64)	2.95 (.71)	3.14 (.56)	2.95 (.67)	2.73 (.68)	3.05 (.58)	2.92 (.72)	3.10 (.65)	2.76 (.61)	3.23 (.62)	3.00 (.53)	3.19 (.90)
Confidence in Leadership (1482)	2.87 (.77)	2.72 (.74)	3.04 (.80)	3.03 (.77)	3.14 (.75)	2.92 (.76)	3.22 (.60)	3.12 (.83)	3.33 (.74)	2.94 (.77)	3.41 (.67)	3.13 (.62)	3.51 (.78)

*Range 1-5, 1 is most negative response, 5 is most positive response.

Table 6

INSTRUCTIONAL FACULTY ALLOCATION OF TIME*

Work Time Categories	Mānoa		Hilo		West O'ahu		UHCC's	
	Time Spent	Time Preferred	Time Spent	Time Preferred	Time Spent	Time Preferred	Time Spent	Time Preferred
a. Teaching (including teaching, grading papers, preparing courses; developing new curricula; advising or supervising students; working with student organizations or intramural athletics)	50.92%	43.03%	64.63%	58.66%	61.54%	59.06%	70.65%	62.78%
b. Research/Scholarship (including research; reviewing or preparing articles or books; attending or preparing for professional meetings or conferences; reviewing proposals; seeking outside funding; giving performances or exhibitions in the fine or applied arts, or giving speeches)	22.56%	32.06%	13.05%	21.09%	10.08%	18.44%	4.73%	9.23%
c. Professional Growth (including taking courses, pursuing an advanced degree; other professional development activities, such as practice or activities to remain current in your field)	4.40%	7.96%	4.65%	6.88%	6.92%	7.81%	5.76%	10.43%
d. Administration	12.47%	6.60%	8.47%	3.93%	10.61%	7.31%	9.76%	6.67%
e. Outside Consulting or Freelance Work	1.81%	3.30%	1.45%	2.91%	.62%	.44%	.96%	2.47%
f. Service/Other Non-Teaching Activities (including providing legal or medical services or psychological counseling to clients or patients; paid or unpaid community or public service, service to professional societies or associations; other activities or work not listed in a-e)	7.84%	7.05%	7.75%	6.53%	10.23%	6.94%	8.14%	8.42%

*Based on those respondents who provided an allocation of 100 percent of their time.

**Table 7
OVERALL FACULTY MORALE BY CAMPUS UNITS**

Morale*	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Overall Morale	5.16 (2.48)	4.63 (2.36)	6.26 (2.35)	5.80 (2.42)	5.96 (2.48)	5.08 (2.41)	6.19 (2.47)	6.07 (2.55)	5.94 (2.30)	5.82 (2.45)	6.09 (2.36)	6.46 (2.49)	6.47 (2.59)

*Range is from 1=low morale to 10=high morale (midpoint 5.5).

**Table 8
CHANGE IN FACULTY MORALE SINCE 1994* BY CAMPUS UNITS**

Change in Morale**	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Change Morale (1452)	4.21 (2.46)	3.63 (2.23)	5.61 (2.56)	4.84 (2.34)	5.06 (2.52)	4.50 (2.56)	5.11 (2.51)	5.09 (2.57)	5.06 (1.92)	4.88 (2.65)	5.22 (2.39)	5.29 (2.39)	6.53 (3.00)

*Or since becoming a faculty member at UH. **Range is from 1=declined to 10=improved (midpoint 5.5=unchanged).

**Table 9
LIKELIHOOD TO LEAVE BY CAMPUS UNITS**

Likelihood to Leave*	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N=1470)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Leave position/ Leave institution	2.59 (1.37)	2.81 (1.36)	2.11 (1.15)	2.87 (1.35)	2.23 (1.31)	2.29 (1.34)	1.88 (1.10)	2.42 (1.41)	2.29 (1.33)	2.35 (1.38)	2.02 (1.20)	2.11 (1.24)	2.37 (1.37)

*Range is from 1=not likely to 5=very likely (midpoint 3.0).

Appendix 1

MEANS ON QUALITY OF WORKLIFE STATEMENTS FOR TOTAL FACULTY RESPONDENTS BY MAJOR UNITS

Item	Overall	Mānoa	Hilo	West O'ahu	UHCC's
Professional worklife	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
My undergraduate teaching load is appropriate.	3.35 (1.35)	3.74 (1.11)	3.74 (1.09)	4.18 (.88)	2.58 (1.43)
My graduate teaching load is appropriate.	3.81 (1.06)	3.82 (1.06)	3.60 (1.14)	-	-
Committee load is evenly distributed in my unit.	3.08 (1.21)	3.09 (1.20)	2.86 (1.17)	3.16 (1.17)	3.09 (1.22)
Advising load is evenly distributed in my unit.	3.10 (1.20)	3.01 (1.20)	3.45 (1.19)	3.00 (1.32)	3.20 (1.19)
Service to the institution is rewarding for me.	3.58 (1.12)	3.41 (1.14)	3.82 (.99)	3.95 (.89)	3.85 (1.07)
Service to the community is rewarding for me.	4.09 (.87)	4.04 (.89)	4.16 (.89)	4.00 (.88)	4.17 (.84)
Consulting opportunities are available to me.	3.13 (1.23)	3.13 (1.24)	3.30 (1.19)	2.93 (.96)	3.10 (1.23)
Support for my professional travel is adequate.	2.09 (1.18)	2.14 (1.21)	2.20 (1.15)	1.89 (1.10)	1.95 (1.14)
Graduate assistant support is available to me.	2.01 (1.19)	2.07 (1.20)	1.30 (.66)	-	-
I have sufficient clerical support.	2.72 (1.34)	2.68 (1.34)	2.81 (1.31)	2.37 (1.30)	2.80 (1.36)
Institutional funds for research/scholarship are accessible.	2.27 (1.05)	2.24 (1.05)	2.38 (1.00)	2.41 (1.06)	2.31 (1.06)
Access to extramural research funds for research/training is well-supported.	2.52 (1.10)	2.61 (1.15)	2.35 (.95)	2.65 (1.11)	2.32 (1.00)
Opportunities for professional development are supported.	2.78 (1.19)	2.71 (1.17)	2.55 (1.10)	2.65 (1.27)	2.96 (1.23)
My physical work environment is pleasant.	3.32 (1.24)	3.15 (1.26)	3.40 (1.19)	3.56 (1.05)	3.61 (1.16)
My access to parking is adequate.	3.61 (1.22)	3.43 (1.24)	3.89 (1.05)	4.32 (.95)	3.87 (1.14)
The reputation of my institution is an asset to me.	3.22 (1.11)	3.04 (1.09)	3.19 (1.08)	2.75 (1.25)	3.58 (1.06)

* Range is from 1=strongly disagree to 5=strongly agree.

Appendix 1a

Item	Overall	Mānoa	Hilo	West O'ahu	UHCC's
Reward/evaluation system	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
The institution rewards teaching.	2.77 (1.17)	2.51 (1.09)	3.19 (1.12)	3.20 (.95)	3.13 (1.23)
The institution rewards research/scholarship.	3.23 (1.19)	3.44 (1.20)	3.14 (.90)	3.00 (1.11)	2.68 (1.08)
The institution rewards service.	2.65 (1.15)	2.35 (1.06)	2.87 (.96)	3.00 (.97)	3.17 (1.16)
I am provided appropriate feedback at contract renewal time.	3.25 (1.10)	3.15 (1.08)	3.56 (1.00)	3.27 (1.10)	3.38 (1.15)
The process for tenure is fair.	3.30 (1.10)	3.35 (1.08)	3.41 (.99)	3.16 (1.30)	3.19 (1.13)
The process for promotion is fair.	3.20 (1.11)	3.24 (1.11)	3.32 (1.05)	3.21 (1.18)	3.08 (1.12)
Post-tenure review is useful.	2.91 (1.23)	2.95 (1.20)	2.51 (1.22)	2.81 (1.11)	2.92 (1.28)
Collegial relations					
I have good relations with my chair.	4.10 (1.01)	4.03 (1.03)	4.15 (1.03)	4.39 (.70)	4.23 (.95)
I receive support for my career from my chair.	3.69 (1.18)	3.58 (1.20)	3.74 (1.24)	4.00 (.87)	3.90 (1.10)
My social fit with my department/unit is good.	3.82 (1.02)	3.70 (1.03)	3.98 (1.06)	4.05 (1.05)	4.02 (.95)
My intellectual fit with my department/unit is good.	3.81 (1.00)	3.69 (.99)	3.89 (1.04)	3.75 (.97)	4.02 (.97)
Relations within my department/unit are collegial.	3.70 (1.13)	3.54 (1.17)	3.88 (1.07)	3.70 (1.38)	3.97 (1.01)
Relations among my campus faculty are collegial.	3.68 (.88)	3.55 (.89)	3.71 (.93)	3.80 (1.01)	3.91 (.81)
Students					
Undergraduate students are enthusiastic.	3.37 (1.02)	3.22 (1.04)	3.59 (.91)	4.26 (.65)	3.51 (.98)
Graduate students are enthusiastic.	3.74 (.83)	3.85 (.82)	3.63 (.52)	-	-
Undergraduate students are prepared for my classes.	2.72 (1.01)	2.76 (1.02)	2.89 (.91)	3.33 (.84)	2.58 (1.02)
Graduate students are prepared for my classes.	3.41 (.95)	3.49 (.95)	3.33 (.52)	-	-
The institution supports undergraduates.	3.45 (1.01)	3.10 (.96)	3.66 (.95)	4.37 (.52)	3.98 (.84)
The institution supports graduate students.	3.01 (1.02)	3.01 (1.02)	3.00 (.58)	-	-

Appendix 1b

Item	Overall	Mānoa	Hilo	West O'ahu	UHCC's
Faculty Governance	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Faculty input at the department level is adequate for:					
academic decisions	3.60 (1.10)	3.53 (1.14)	3.94 (.91)	3.63 (1.01)	3.66 (1.04)
budget decisions	2.84 (1.24)	2.73 (1.21)	3.12 (1.28)	2.63 (1.16)	2.98 (1.26)
personnel decisions	3.32 (1.20)	3.31 (1.21)	3.44 (1.14)	2.84 (1.26)	3.33 (1.19)
Faculty input at the college/unit level is adequate for:					
academic decisions	2.99 (1.11)	2.87 (1.10)	3.36 (1.06)	3.35 (.99)	3.11 (1.11)
budget decisions	2.36 (1.08)	2.29 (1.04)	2.42 (1.14)	2.53 (1.12)	2.47 (1.12)
personnel decisions	2.76 (1.12)	2.67 (1.11)	3.17 (1.10)	2.90 (.97)	2.81 (1.12)
Faculty input at the university level is adequate for:					
academic decisions	2.40 (1.08)	2.23 (1.05)	3.06 (1.06)	3.13 (1.09)	2.60 (1.03)
budget decisions	1.94 (.94)	1.82 (.90)	2.25 (1.02)	2.00 (1.06)	2.14 (.95)
personnel decisions	2.31 (1.05)	2.15 (1.03)	2.86 (1.01)	2.38 (.96)	2.53 (1.03)
Protection of academic freedom is ensured.	3.22 (.99)	3.12 (.98)	3.47 (.84)	3.42 (1.02)	3.37 (1.01)
Personal Factors					
My housing is adequate for my needs.	3.71 (1.13)	3.63 (1.16)	4.19 (.90)	3.32 (1.49)	3.80 (1.06)
My standard of living is adequate.	3.38 (1.18)	3.34 (1.20)	3.78 (.95)	3.12 (1.41)	3.40 (1.17)
I am satisfied with my current salary.	2.70 (1.21)	2.73 (1.22)	2.84 (1.12)	2.00 (.97)	2.67 (1.22)
Fringe benefits meet my needs.	3.20 (1.14)	3.20 (1.15)	3.18 (1.03)	2.68 (1.16)	3.22 (1.15)
Retirement benefits meet my expectations.	2.66 (1.16)	2.60 (1.19)	2.67 (1.10)	2.10 (.97)	2.81 (1.11)

* Range is from 1=strongly disagree to 5=strongly agree.

Appendix 1c

Item	Overall	Mānoa	Hilo	West O'ahu	UHCC's
Support Services	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Library resources are adequate to support my work.	3.14 (1.18)	3.02 (1.19)	3.06 (1.21)	3.35 (1.09)	3.41 (1.11)
Research support services are sufficient.	2.64 (1.13)	2.56 (1.12)	2.61 (1.17)	2.39 (1.20)	2.90 (1.09)
Instructional support services are adequate.	2.97 (1.12)	2.95 (1.08)	2.72 (1.15)	2.85 (1.18)	3.07 (1.16)
Technological support services are adequate.	2.81 (1.18)	2.87 (1.14)	2.49 (1.16)	2.90 (1.21)	2.75 (1.24)
Facilities are repaired & maintained.	2.32 (1.14)	2.10 (1.07)	2.42 (1.05)	3.45 (.83)	2.68 (1.19)
Computing facilities meet my needs.	3.02 (1.21)	3.10 (1.15)	2.83 (1.18)	3.55 (1.06)	2.89 (1.30)
Worklife					
I feel stuck in my current position.	2.70 (1.29)	2.77 (1.28)	2.48 (1.22)	3.00 (1.34)	2.59 (1.32)
I am enthusiastic about my work.	4.12 (.88)	4.10 (.89)	4.09 (.94)	4.32 (.82)	4.17 (.82)
I am intellectually stimulated by my work.	4.07 (.92)	4.16 (.86)	3.99 (.93)	3.85 (1.14)	3.92 (.99)
I share a common purpose with my colleagues.	3.63 (1.04)	3.54 (1.06)	3.60 (1.05)	3.68 (.95)	3.81 (1.00)
I have sufficient autonomy in my work.	4.03 (.88)	4.04 (.88)	4.16 (.71)	4.05 (.76)	4.01 (.91)
I am satisfied with the work I do.	4.01 (.85)	3.97 (.85)	4.05 (.87)	3.95 (.69)	4.08 (.83)
Institution					
I am loyal to this institution.	3.79 (1.03)	3.64 (1.06)	3.82 (1.03)	4.26 (.87)	4.07 (.92)
My opinions are valued.	3.10 (1.13)	2.89 (1.10)	3.40 (.97)	3.40 (1.27)	3.43 (1.11)
This institution values the faculty.	2.68 (1.18)	2.36 (1.08)	3.08 (.99)	3.10 (1.12)	3.20 (1.18)
This institution supports my scholarly goals.	2.84 (1.09)	2.72 (1.07)	2.85 (.99)	2.90 (1.12)	3.07 (1.11)
This is a fair institution.	2.91 (1.07)	2.70 (1.01)	3.18 (.91)	3.05 (1.03)	3.25 (1.10)

* Range is from 1=strongly disagree to 5=strongly agree.

Appendix 1d

Item	Overall	Mānoa	Hilo	West O'ahu	UHCC's
Please rate the way you view the advocacy* for University of Hawai'i faculty by:	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Your Chair	3.73 (1.32)	3.63 (1.33)	3.83 (1.29)	4.12 (1.22)	3.90 (1.28)
Your Dean/Director	3.44 (1.29)	3.44 (1.31)	3.59 (1.20)	3.58 (1.12)	3.41 (1.29)
Central Administration	2.38 (1.13)	2.09 (1.01)	2.94 (1.11)	2.83 (.86)	2.83 (1.18)
University President	2.25 (1.16)	2.01 (1.12)	2.44 (1.13)	2.89 (1.24)	2.65 (1.11)
Board of Regents	2.26 (1.07)	2.03 (1.01)	2.53 (1.06)	2.95 (1.03)	2.61 (1.07)
Legislature	1.95 (.96)	1.79 (.91)	2.31 (1.09)	2.45 (1.15)	2.16 (.96)
Governor	1.54 (.86)	1.42 (.76)	1.81 (1.12)	3.00 (1.26)	1.67 (.90)
Community Members	2.79 (1.03)	2.61 (.99)	3.15 (1.06)	2.95 (1.23)	3.07 (1.01)
Faculty Senate	3.54 (1.03)	3.48 (.99)	3.53 (1.03)	4.00 (1.03)	3.64 (1.08)
Collective Bargaining Unit	3.53 (1.16)	3.59 (1.13)	3.33 (1.18)	2.80 (1.44)	3.51 (1.17)
Please rate the confidence** you have in the leadership exhibited by:					
Your Chair	3.62 (1.38)	3.50 (1.40)	3.68 (1.30)	4.06 (1.09)	3.84 (1.34)
Your Dean/Director	3.37 (1.35)	3.32 (1.36)	3.61 (1.19)	3.21 (1.40)	3.43 (1.33)
Central Administration	2.33 (1.11)	2.02 (.97)	2.98 (1.11)	2.53 (1.12)	2.80 (1.16)
University President	2.22 (1.13)	1.97 (1.08)	2.46 (1.23)	2.75 (1.45)	2.65 (1.06)
Board of Regents	2.19 (1.03)	1.95 (.96)	2.53 (1.06)	2.63 (1.07)	2.56 (1.04)
Faculty Senate Exec. Committee	3.16 (1.05)	3.08 (1.04)	3.06 (.98)	3.50 (1.19)	3.34 (1.05)
Collective Bargaining Unit	3.17 (1.18)	3.16 (1.16)	2.90 (1.17)	2.65 (1.46)	3.29 (1.21)

*Range is 1-5, 1 is weak advocacy and 5 is strong advocacy. **Range is 1-5, 1 is low level of confidence and 5 is high level of confidence.

Appendix 2

QUALITY OF PROFESSIONAL WORKLIFE BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1071)	3.04 (.62)	2.96 (.59)	3.09 (.53)	3.08 (.47)	3.15 (.66)	3.14 (.61)	3.21 (.68)	3.08 (.67)	3.43 (.69)	2.96 (.68)	3.27 (.54)	3.15 (.61)	3.33 (.65)
Researcher (114)	3.11 (.61)	3.11 (.61)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (139)	3.21 (.64)	3.17 (.61)	3.93 (.43)	3.24 (1.36)	3.26 (.72)	0	3.12 (.40)	3.78 (1.01)	0	3.06 (.46)	**	2.94 (1.06)	**
Librarian (52)	3.11 (.60)	2.98 (.56)	3.64 (.76)	**	3.19 (.56)	**	3.48 (.62)	3.28 (.54)	**	3.33 (.12)	2.64 (.89)	3.04 (.05)	0
Agent (17)	3.42 (.61)	3.42 (.45)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (46)	3.05 (.53)	3.01 (.45)	0	0	3.22 (.88)	0	0	3.18 (1.06)	**	2.42 (.38)	0	**	**
Other (25)	3.05 (.61)	3.05 (.63)	0	0	3.01 (.58)	2.89 (.82)	**	**	0	2.91 (.50)	2.94 (.18)	**	**
Rank													
Instructor (193)	3.13 (.65)	3.10 (.66)	3.32 (.57)	**	3.12 (.65)	3.16 (.45)	3.35 (.61)	3.10 (.63)	3.11 (.96)	2.80 (.65)	3.17 (.50)	3.50 (.71)	3.50 (1.00)
Assistant (276)	3.10 (.62)	2.97 (.58)	3.19 (.45)	3.86 (.61)	3.25 (.67)	3.25 (.62)	3.22 (.38)	3.13 (.76)	3.50 (.83)	3.24 (.71)	3.31 (.58)	3.04 (.69)	3.75 (.21)
Associate (387)	3.00 (.61)	2.97 (.57)	3.04 (.76)	2.79 (.47)	3.06 (.65)	2.99 (.66)	3.00 (.70)	3.23 (.54)	3.35 (.51)	2.80 (.63)	3.18 (.81)	3.01 (.64)	3.42 (.83)
Full (511)	3.07 (.59)	3.04 (.59)	3.18 (.51)	3.19 (.36)	3.12 (.63)	2.77 (.57)	3.42 (.70)	2.90 (.63)	3.76 (.53)	3.07 (.55)	3.22 (.35)	3.44 (.53)	3.49 (.65)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 2
continued**

QUALITY OF PROFESSIONAL WORKLIFE BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (826)	3.00 (.61)	2.93 (.58)	3.09 (.54)	3.08 (.47)	3.06 (.67)	3.02 (.61)	3.13 (.70)	2.98 (.67)	3.39 (.69)	2.92 (.66)	3.34 (.51)	3.12 (.61)	**
11-month (596)	3.16 (.61)	3.09 (.59)	3.44 (.54)	3.57 (1.12)	3.35 (.65)	3.31 (.73)	3.72 (.37)	3.23 (.72)	3.59 (.67)	3.31 (.38)	2.95 (.54)	3.22 (.66)	3.60 (.59)
Sex													
Female (630)	3.06 (.65)	2.99 (.61)	3.14 (.58)	3.13 (.65)	3.14 (.70)	3.11 (.61)	3.31 (.63)	3.03 (.80)	3.49 (.75)	2.94 (.66)	3.24 (.65)	3.15 (.62)	3.43 (.64)
Male (814)	3.07 (.59)	3.04 (.58)	3.20 (.54)	3.18 (.57)	3.14 (.63)	3.06 (.74)	3.15 (.72)	3.13 (.54)	3.39 (.68)	3.00 (.62)	3.22 (.39)	3.06 (.63)	3.49 (.78)
Race/Ethnicity													
Minority (498)	3.20 (.61)	3.13 (.57)	3.48 (.54)	3.37 (.53)	3.24 (.65)	3.04 (.67)	3.40 (.44)	3.21 (.84)	3.56 (.66)	2.99 (.51)	3.31 (.41)	3.27 (.63)	3.72 (.51)
Non-minority (900)	3.00 (.60)	2.97 (.59)	2.98 (.49)	3.01 (.60)	3.07 (.66)	3.06 (.62)	3.14 (.76)	3.00 (.56)	3.32 (.75)	2.98 (.72)	3.16 (.60)	3.00 (.55)	2.94 (.73)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

Appendix 3

QUALITY OF REWARD/EVALUATION SYSTEM BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1069)	3.04 (.74)	2.99 (.68)	3.12 (.66)	3.09 (.70)	3.11 (.84)	2.96 (.75)	3.29 (.76)	3.16 (.91)	3.05 (.87)	2.79 (.89)	3.21 (.73)	3.32 (.80)	3.46 (.54)
Researcher (113)	2.95 (.73)	2.95 (.73)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (137)	3.06 (.76)	3.00 (.75)	3.41 (.38)	2.77 (1.50)	3.51 (.82)	0	3.05 (.88)	3.75 (1.00)	0	3.29 (.61)	**	3.43 (1.01)	**
Librarian (52)	3.21 (.82)	3.17 (.89)	3.28 (1.01)	**	3.22 (.69)	**	3.07 (.71)	3.78 (.18)	**	3.27 (.02)	2.28 (.48)	3.30 (.99)	0
Agent (17)	3.15 (.74)	3.15 (.74)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (46)	3.04 (.76)	2.99 (.66)	**	0	3.40 (1.17)	0	0	3.86 (1.62)	**	2.30 (1.23)	0	**	**
Other (25)	2.91 (.73)	2.68 (.62)	0	0	2.96 (.75)	2.77 (.51)	**	**	0	3.13 (.60)	2.43 (1.10)	**	**
Rank													
Instructor (191)	3.04 (.87)	2.93 (.77)	3.24 (.62)	**	3.16 (1.01)	3.33 (.32)	3.63 (.56)	3.13 (1.19)	2.24 (1.57)	2.73 (1.03)	3.09 (.98)	4.00 .00	3.85 (.87)
Assistant (275)	3.09 (.84)	2.99 (.80)	3.01 (.68)	3.18 (1.27)	3.26 (.91)	3.21 (.69)	3.58 (.75)	3.32 (1.08)	3.11 (1.11)	3.03 (.84)	3.14 (.78)	3.40 (.99)	3.71 (.64)
Associate (385)	3.00 (.70)	2.99 (.65)	3.41 (.74)	2.66 (.79)	2.99 (.76)	2.67 (.62)	2.98 (.78)	3.23 (.75)	3.18 (.61)	2.79 (.83)	3.02 (.87)	2.99 (.72)	3.46 (.05)
Full (512)	3.04 (.69)	3.01 (.68)	3.07 (.54)	3.32 (.62)	3.11 (.77)	2.78 (.89)	3.27 (.74)	3.15 (.79)	2.95 (.47)	2.96 (.76)	3.03 (.55)	3.85 (.34)	4.00 .00

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 3
continued**

QUALITY OF REWARD/EVALUATION SYSTEM BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (825)	3.03 (.76)	2.99 (.69)	3.21 (.66)	3.09 (.70)	3.04 (.85)	2.87 (.78)	3.22 (.78)	3.12 (.90)	3.07 (.87)	2.80 (.87)	3.18 (.74)	3.27 (.84)	**
11-month (593)	3.05 (.75)	2.99 (.72)	3.10 (.63)	3.18 (1.27)	3.29 (.83)	3.07 (.58)	3.53 (.52)	3.30 (1.03)	3.04 (.90)	3.36 (.44)	2.87 (1.03)	3.39 (.54)	3.79 (.59)
Sex													
Female (625)	3.11 (.76)	3.03 (.73)	3.33 (.56)	3.13 (.81)	3.21 (.81)	3.01 (.60)	3.28 (.77)	3.26 (1.01)	3.26 (.69)	2.98 (.82)	3.36 (.75)	3.39 (.56)	3.56 (.40)
Male (815)	2.99 (.74)	2.97 (.69)	3.06 (.66)	3.08 (.76)	3.01 (.88)	2.80 (.97)	3.23 (.76)	3.11 (.82)	2.92 (1.01)	2.79 (.88)	2.63 (.71)	3.14 (1.04)	3.86 (.93)
Race/Ethnicity													
Minority (496)	3.08 (.76)	3.05 (.69)	3.22 (.69)	2.93 (.97)	3.11 (.86)	2.82 (.74)	3.38 (.65)	3.24 (1.01)	2.85 (.84)	2.84 (.76)	2.86 (.92)	3.23 (.81)	3.98 (.53)
Non-minority (898)	3.03 (.72)	2.97 (.69)	3.06 (.64)	3.15 (.75)	3.15 (.80)	2.96 (.62)	3.26 (.79)	3.23 (.86)	3.19 (.90)	2.95 (.87)	3.16 (.74)	3.40 (.76)	3.13 (.66)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

Appendix 4

QUALITY OF COLLEGIAL RELATIONS BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1069)	3.80 (.81)	3.65 (.81)	3.89 (.93)	3.84 (.75)	4.00 (.73)	3.69 (.83)	4.03 (.60)	4.05 (.74)	3.90 (.82)	3.96 (.73)	4.34 (.55)	4.16 (.70)	3.67 (.90)
Researcher (114)	3.62 (.74)	3.62 (.74)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (139)	3.81 (.78)	3.73 (.78)	4.30 (.55)	4.67 (.47)	4.21 (.66)	0	4.42 (.59)	3.67 (.73)	0	4.19 (.78)	**	4.38 (.53)	**
Librarian (52)	3.89 (.79)	3.82 (.90)	4.00 (.44)	**	3.95 (.65)	**	4.04 (.64)	4.00 (.36)	**	4.58 (.59)	3.33 (1.01)	4.25 (.35)	0
Agent (17)	3.74 (.61)	3.74 (.61)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (46)	4.00 (.60)	3.92 (.59)	**	0	4.40 (.55)	0	0	4.33 (.24)	**	4.25 (1.06)	0	**	**
Other (25)	3.91 (.55)	4.14 (.36)	0	0	3.87 (.57)	3.74 (.43)	**	**	0	3.92 (.83)	4.04 (.63)	**	**
Rank													
Instructor (192)	3.86 (.81)	3.65 (.83)	4.38 (.60)	**	4.08 (.72)	3.88 (.38)	4.25 (.50)	4.06 (.66)	3.67 (.44)	3.90 (1.02)	4.24 (.63)	4.75 (.35)	4.17 (.93)
Assistant (276)	3.82 (.86)	3.65 (.86)	3.80 (1.17)	3.83 (.87)	4.08 (.71)	4.31 (.56)	3.97 (.58)	3.97 (.80)	3.97 (.93)	4.11 (.55)	4.21 (.65)	4.07 (.69)	4.44 (.51)
Associate (386)	3.77 (.73)	3.72 (.71)	3.83 (.91)	4.17 (.58)	3.85 (.73)	3.37 (.66)	3.91 (.57)	3.76 (1.01)	3.96 (.53)	3.77 (.69)	4.27 (.84)	4.05 (.72)	3.25 (1.77)
Full (511)	3.77 (.80)	3.67 (.81)	3.88 (.69)	3.93 (.55)	4.05 (.71)	3.54 (.94)	4.19 (.57)	3.93 (.49)	4.09 (.67)	4.06 (.76)	4.31 (.41)	4.50 (.47)	4.00 (.35)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 4
continued**

QUALITY OF COLLEGIAL RELATIONS BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (826)	3.78 (.81)	3.61 (.83)	3.92 (.87)	3.84 (.75)	3.99 (.74)	3.72 (.81)	4.02 (.67)	3.95 (.74)	3.96 (.81)	3.98 (.76)	4.33 (.53)	4.09 (.71)	**
11-month (594)	3.80 (.76)	3.73 (.76)	4.08 (.67)	4.56 (.38)	4.03 (.69)	3.81 (.50)	4.08 (.49)	4.12 (.76)	3.81 (.75)	4.11 (.69)	3.93 (.80)	4.34 (.33)	4.03 (.82)
Sex													
Female (629)	3.82 (.76)	3.70 (.76)	4.01 (.86)	3.56 (.80)	3.97 (.72)	3.78 (.58)	3.95 (.67)	3.92 (.76)	3.86 (.86)	3.95 (.71)	4.32 (.70)	4.29 (.55)	3.79 (.84)
Male (813)	3.78 (.81)	3.67 (.81)	3.94 (.80)	4.26 (.56)	4.01 (.75)	3.51 (1.04)	4.07 (.56)	4.15 (.73)	3.88 (.75)	4.00 (.80)	4.13 (.44)	3.91 (.71)	4.06 (1.10)
Race/Ethnicity													
Minority (498)	3.82 (.75)	3.69 (.76)	4.00 (.66)	3.88 (.70)	3.97 (.71)	3.72 (.85)	4.14 (.50)	4.04 (.68)	3.93 (.74)	3.84 (.83)	4.04 (.50)	4.06 (.46)	4.12 (.85)
Non-minority (898)	3.78 (.82)	3.68 (.81)	3.83 (1.00)	3.96 (.83)	4.03 (.73)	3.69 (.74)	3.98 (.68)	4.04 (.70)	3.85 (.87)	4.08 (.69)	4.32 (.65)	4.32 (.76)	3.38 (1.04)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

Appendix 5

PERCEPTIONS OF UNDERGRADUATE AND GRADUATE STUDENTS BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1062)	3.31 (.71)	3.25 (.67)	3.38 (.73)	3.87 (.57)	3.37 (.75)	3.41 (.73)	3.36 (.75)	3.41 (.77)	3.48 (.56)	2.97 (.71)	3.74 (.65)	3.48 (.67)	3.70 (.82)
Researcher (106)	3.30 (.58)	3.30 (.58)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (121)	3.44 (.65)	3.38 (.64)	3.63 (.42)	**	3.82 (.70)	0	**	3.43 (.33)	0	3.83 (.88)	**	4.33 (.94)	0
Librarian (49)	3.52 (.73)	3.44 (.59)	3.39 (.67)	**	3.61 (.90)	**	3.71 (.95)	3.21 (1.05)	**	**	3.39 (.67)	3.50 (.24)	0
Agent (10)	3.19 (.69)	3.19 (.69)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (46)	3.25 (.60)	3.25 (.60)	**	0	3.26 (.68)	0	0	3.83 (.71)	**	2.83 (.71)	0	**	**
Other (23)	3.65 (.53)	3.56 (.51)	0	0	3.67 (.54)	3.61 (.67)	**	**	0	3.50 (.59)	4.00 (.41)	**	**
Rank													
Instructor (187)	3.41 (.65)	3.33 (.62)	3.31 (.58)	**	3.52 (.70)	3.22 (.82)	3.61 (.61)	3.45 (.69)	3.58 (.73)	3.23 (.82)	3.98 (.47)	3.67 (.00)	4.17 (.24)
Assistant (264)	3.41 (.69)	3.36 (.66)	3.32 (.68)	4.44 (.69)	3.48 (.73)	3.47 (.69)	3.56 (.61)	3.46 (.82)	3.40 (.63)	3.13 (.82)	3.87 (.56)	3.50 (.33)	4.17 (1.18)
Associate (376)	3.30 (.71)	3.29 (.63)	3.44 (1.00)	4.04 (.76)	3.28 (.78)	3.37 (.78)	3.02 (.81)	3.34 (.65)	3.58 (.76)	3.08 (.72)	3.52 (.90)	3.51 (.80)	3.00 (1.41)
Full (496)	3.26 (.68)	3.20 (.66)	3.39 (.65)	4.07 (.43)	3.35 (.72)	3.40 (.82)	3.49 (.71)	3.54 (.78)	3.23 (.40)	3.00 (.67)	3.45 (.37)	3.69 (.81)	3.17 (.24)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 5
continued**

PERCEPTIONS OF UNDERGRADUATE AND GRADUATE STUDENTS BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (821)	3.26 (.69)	3.21 (.64)	3.32 (.72)	3.87 (.57)	3.28 (.74)	3.24 (.75)	3.32 (.74)	3.33 (.79)	3.53 (.57)	3.00 (.72)	3.64 (.68)	3.38 (.62)	**
11-month (554)	3.44 (.67)	3.35 (.64)	3.63 (.61)	4.83 (.24)	3.74 (.70)	3.87 (.43)	3.79 (.82)	3.59 (.74)	3.44 (.73)	3.79 (.75)	4.03 (.51)	4.04 (.58)	3.77 (.82)
Sex													
Female (607)	3.47 (.67)	3.43 (.62)	3.64 (.63)	3.99 (.64)	3.49 (.75)	3.50 (.71)	3.67 (.67)	3.26 (.87)	3.73 (.63)	3.19 (.64)	3.93 (.55)	3.58 (.51)	3.67 (.98)
Male (791)	3.23 (.69)	3.19 (.65)	3.24 (.72)	3.97 (.64)	3.31 (.74)	3.28 (.82)	3.16 (.73)	3.63 (.59)	3.33 (.59)	3.00 (.79)	3.45 (.67)	3.45 (.90)	3.73 (.37)
Race/Ethnicity													
Minority (475)	3.39 (.69)	3.33 (.65)	3.55 (.63)	4.24 (.77)	3.42 (.73)	3.38 (.75)	3.58 (.72)	3.48 (.91)	3.43 (.57)	3.17 (.64)	3.72 (.52)	3.36 (.59)	3.50 (.76)
Non-minority (880)	3.30 (.69)	3.25 (.65)	3.29 (.75)	3.97 (.48)	3.40 (.75)	3.40 (.76)	3.31 (.73)	3.36 (.70)	3.44 (.59)	3.05 (.84)	3.76 (.67)	3.71 (.70)	4.08 (.69)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

Appendix 6

ADEQUACY OF FACULTY GOVERNANCE BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1058)	2.82 (.78)	2.67 (.75)	3.09 (.75)	2.93 (.65)	2.98 (.80)	2.81 (.85)	3.19 (.72)	2.90 (.86)	3.05 (.66)	2.78 (.86)	3.24 (.69)	3.11 (.74)	3.08 (.61)
Researcher (109)	2.65 (.68)	2.65 (.68)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (136)	2.79 (.85)	2.71 (.83)	3.44 (.56)	2.00 (1.41)	3.30 (.77)	0	3.60 (.37)	3.14 (.53)	0	3.28 (.72)	**	2.50 (.71)	**
Librarian (52)	2.92 (.86)	2.89 (.94)	3.50 (.70)	**	2.80 .70	**	2.53 (.88)	2.98 (.55)	**	3.00 (.57)	2.23 (.95)	3.43 (.18)	0
Agent (16)	2.69 (.63)	2.69 (.63)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (44)	2.80 (.68)	2.81 (.63)	**	0	2.72 (.99)	0	0	3.20 (.28)	**	1.93 (1.31)	0	**	**
Other (25)	2.78 (.76)	2.98 (.88)	0	0	2.75 (.76)	2.74 (.75)	**	**	0	2.79 (.66)	2.38 (.93)	**	**
Rank													
Instructor (189)	2.82 (.77)	2.75 (.78)	3.07 (.67)	**	2.88 (.77)	2.82 (.55)	3.02 (.65)	2.88 (.67)	2.83 (.77)	2.58 (.82)	2.98 (.88)	3.50 (.28)	3.26 (1.32)
Assistant (268)	2.91 (.86)	2.71 (.84)	3.19 (.78)	3.33 (.58)	3.15 (.85)	3.20 (.98)	3.40 (.61)	2.85 (.97)	3.30 (.64)	3.39 (.98)	3.18 (.71)	3.15 (.60)	2.61 (.68)
Associate (381)	2.76 (.80)	2.68 (.76)	3.00 (.87)	2.66 (1.24)	2.88 (.83)	2.64 (.82)	3.08 (.83)	2.91 (.70)	2.85 (.74)	2.60 (.95)	3.03 (.99)	3.00 (.80)	3.50 (.71)
Full (508)	2.78 (.71)	2.68 (.70)	3.18 (.65)	2.94 (.71)	2.96 (.70)	2.58 (.73)	3.33 (.68)	2.88 (.79)	3.10 (.28)	2.93 (.65)	3.04 (.42)	2.88 (.66)	3.49 (.12)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 6
continued**

ADEQUACY OF FACULTY GOVERNANCE BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (820)	2.80 (.79)	2.65 (.76)	3.09 (.76)	2.93 (.65)	2.93 (.81)	2.75 (.85)	3.15 (.79)	2.83 (.79)	3.01 (.66)	2.77 (.88)	3.20 (.66)	3.13 (.76)	**
11-month (580)	2.81 (.76)	2.72 (.74)	3.36 (.57)	2.67 (1.53)	3.08 (.77)	3.15 (.54)	3.31 (.58)	2.95 (.89)	3.23 (.64)	3.22 (.60)	2.82 (.99)	2.97 (.61)	3.25 (.87)
Sex													
Female (618)	2.82 (.80)	2.69 (.80)	3.21 (.72)	2.99 (.48)	2.96 (.79)	2.85 (.65)	3.06 (.76)	2.83 (.93)	2.92 (.69)	2.93 (.86)	3.26 (.71)	2.93 (.56)	3.14 (.65)
Male (802)	2.81 (.77)	2.71 (.73)	3.11 (.72)	2.81 (.98)	2.99 (.82)	2.69 (1.08)	3.24 (.75)	2.94 (.68)	3.15 (.55)	2.78 (.87)	2.94 (.87)	3.18 (.90)	3.27 (1.09)
Race/Ethnicity													
Minority (489)	2.89 (.82)	2.73 (.79)	3.31 (.67)	3.26 (.88)	3.02 (.83)	2.80 (.86)	3.17 (.78)	3.06 (.97)	3.13 (.73)	2.82 (.69)	2.94 (1.00)	3.11 (.57)	3.49 (.81)
Non-minority (887)	2.78 (.75)	2.68 (.73)	3.01 (.75)	2.77 (.79)	2.96 (.77)	2.83 (.78)	3.19 (.70)	2.78 (.73)	3.03 (.64)	2.90 (.95)	3.16 (.69)	3.06 (.82)	2.62 (.65)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

Appendix 7

QUALITY OF PERSONAL LIFE BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1063)	3.09 (.93)	3.04 (.96)	3.29 (.70)	2.50 (.89)	3.14 (.93)	3.50 (.80)	3.25 (.96)	3.11 (.93)	3.22 (.74)	2.85 (.95)	3.24 (.97)	2.83 (.86)	3.41 (.87)
Researcher (114)	3.12 (.89)	3.12 (.89)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (139)	3.28 (.81)	3.27 (.79)	3.67 (1.07)	2.90 (.42)	3.28 (.89)	0	2.63 (1.94)	3.35 (.80)	0	3.05 (.19)	**	4.20 (.85)	**
Librarian (52)	3.41 (.71)	3.36 (.73)	4.27 (.64)	**	3.34 (.63)	**	3.55 (.66)	3.30 (.53)	**	3.35 (.21)	2.80 (1.11)	3.60 (.57)	0
Agent (17)	3.46 (.78)	3.46 (.78)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (46)	3.05 (.92)	3.03 (.97)	**	0	3.10 (.78)	0	0	3.00 (1.70)	**	3.00 (.57)	0	**	**
Other (25)	3.34 (.94)	2.81 (1.25)	0	0	3.44 (.87)	3.21 (.66)	**	**	0	3.24 (.76)	4.05 (.82)	**	**
Rank													
Instructor (192)	3.10 (.85)	3.04 (.86)	3.27 (.57)	**	3.17 (.87)	3.56 (.33)	3.36 (.94)	3.20 (.83)	2.33 (1.17)	2.64 (.72)	3.44 (.92)	3.70 (.42)	3.85 (.19)
Assistant (273)	2.98 (.90)	2.91 (.87)	3.35 (.75)	3.00 (.92)	3.02 (.96)	3.52 (1.24)	3.20 (.55)	2.90 (1.07)	3.30 (.69)	2.81 (.92)	2.88 (.98)	2.58 (1.11)	2.93 (1.01)
Associate (386)	3.09 (.95)	3.08 (.96)	3.34 (.93)	2.33 (1.14)	3.12 (.92)	3.40 (.60)	2.87 (1.05)	3.29 (.71)	3.33 (.65)	3.02 (1.23)	3.13 (1.03)	2.94 (.88)	3.30 (1.27)
Full (509)	3.29 (.89)	3.23 (.94)	3.45 (.68)	2.97 (.69)	3.43 (.76)	3.38 (.79)	3.89 (.64)	3.36 (.81)	3.36 (.52)	3.08 (.63)	4.05 (.64)	3.48 (.90)	3.50 (.14)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 7
continued**

QUALITY OF PERSONAL LIFE BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (822)	3.01 (.94)	2.97 (.98)	3.18 (.67)	2.50 (.89)	3.04 (.91)	3.41 (.84)	3.13 (.93)	2.94 (.93)	3.26 (.86)	2.82 (.87)	3.39 (.87)	2.85 (.91)	**
11-month (594)	3.28 (.86)	3.20 (.86)	3.83 (.75)	3.20 (.60)	3.53 (.79)	3.61 (.64)	3.72 (.93)	3.51 (.82)	3.26 (.36)	3.66 (.70)	3.28 (1.15)	3.59 (.69)	3.66 (.82)
Sex													
Female (624)	3.19 (.89)	3.13 (.88)	3.52 (.75)	2.78 (.96)	3.24 (.91)	3.43 (.72)	3.32 (.86)	3.10 (1.02)	3.22 (.87)	3.06 (.94)	3.44 (.92)	3.22 (.79)	3.43 (.83)
Male (812)	3.09 (.92)	3.09 (.95)	3.26 (.70)	2.46 (.82)	3.09 (.90)	3.60 (.88)	3.16 (1.00)	3.12 (.81)	3.29 (.58)	2.77 (.78)	3.02 (1.08)	2.77 (1.05)	3.62 (1.03)
Race/Ethnicity													
Minority (495)	3.21 (.85)	3.17 (.87)	3.42 (.79)	2.76 (1.04)	3.26 (.82)	3.59 (.84)	3.32 (.85)	3.20 (.90)	3.28 (.56)	3.04 (.72)	3.14 (.98)	2.98 (.67)	3.76 (.76)
Non-minority (895)	3.11 (.93)	3.08 (.94)	3.28 (.71)	2.51 (.91)	3.16 (.94)	3.31 (.72)	3.27 (1.04)	3.09 (.94)	3.23 (.92)	2.95 (.92)	3.32 (.98)	3.03 (1.07)	3.03 (1.04)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

Appendix 8

QUALITY OF SUPPORT SERVICES BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1066)	2.80 (.85)	2.71 (.82)	2.64 (.79)	2.90 (.60)	2.96 (.89)	3.00 (.88)	3.27 (.85)	2.91 (.95)	3.18 (.59)	2.77 (.99)	2.72 (.79)	2.74 (.78)	3.23 (.73)
Researcher (114)	2.82 (.74)	2.82 (.74)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (138)	3.11 (.72)	3.09 (.72)	3.41 (.81)	3.83 (.24)	3.06 (.79)	0	3.05 (.78)	2.96 (.68)	0	2.73 (.81)	**	3.33 (1.65)	**
Librarian (52)	2.84 (.96)	2.73 (.92)	3.67 (.33)	**	2.76 (.93)	**	3.22 (1.08)	2.64 (.33)	**	3.00 (1.41)	1.61 (.79)	3.12 (1.01)	0
Agent (17)	3.22 (.87)	3.22 (.87)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (46)	2.78 (.82)	2.68 (.82)	**	0	3.27 (.72)	0	0	3.08 (.12)	**	2.48 (.45)	0	**	**
Other (25)	3.08 (.80)	2.58 (.62)	0	0	3.18 (.80)	3.04 (.83)	**	**	0	2.90 (.67)	3.25 (.89)	**	**
Rank													
Instructor (192)	2.90 (.81)	2.96 (.80)	2.65 (.68)	**	2.86 (.85)	2.72 (.54)	3.09 (.67)	2.99 (.96)	2.83 (.29)	2.36 (.88)	2.92 (.88)	3.72 (.17)	3.26 (.91)
Assistant (273)	2.92 (.90)	2.84 (.88)	2.70 (.82)	4.22 (.69)	3.03 (.90)	3.43 (.91)	3.30 (.85)	2.83 (.95)	3.39 (.61)	3.03 (1.11)	2.49 (.65)	2.87 (.74)	3.60 (.24)
Associate (385)	2.82 (.80)	2.74 (.75)	2.59 (.91)	3.36 (.56)	2.96 (.87)	2.83 (.77)	3.09 (.95)	2.98 (.86)	3.04 (.77)	3.01 (.77)	2.73 (1.23)	2.70 (.87)	3.75 (.35)
Full (511)	2.80 (.83)	2.73 (.81)	2.84 (.84)	2.87 (.30)	3.00 (.90)	2.62 (1.03)	3.78 (.67)	2.73 (.84)	3.38 (.56)	2.99 (.85)	2.73 (.81)	3.02 (.99)	2.93 (.46)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 8
continued**

QUALITY OF SUPPORT SERVICES BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (827)	2.75 (.85)	2.65 (.81)	2.62 (.74)	2.90 (.60)	2.91 (.90)	2.94 (.92)	3.17 (.89)	2.83 (.93)	3.26 (.57)	2.81 (.95)	2.75 (.84)	2.70 (.83)	**
11-month (592)	2.95 (.81)	2.90 (.77)	3.20 (.93)	4.22 (.69)	3.09 (.89)	2.95 (.94)	3.68 (.57)	2.94 (1.00)	3.17 (.69)	2.88 (.68)	2.45 (.88)	3.29 (.77)	3.60 (.67)
Sex													
Female (626)	2.82 (.87)	2.78 (.85)	2.64 (.80)	3.13 (1.03)	2.90 (.89)	2.85 (.86)	3.39 (.79)	2.78 (.95)	3.08 (.60)	2.68 (.90)	2.75 (.93)	3.04 (.89)	3.16 (.61)
Male (813)	2.85 (.81)	2.78 (.77)	2.79 (.80)	3.07 (.53)	3.05 (.89)	3.12 (.94)	3.21 (.88)	3.01 (.92)	3.30 (.58)	2.93 (.94)	2.72 (.76)	2.68 (.83)	3.71 (.94)
Race/Ethnicity													
Minority (498)	3.01 (.84)	2.93 (.82)	3.01 (.80)	3.63 (.38)	3.11 (.86)	3.04 (.89)	3.39 (.78)	3.07 (1.02)	3.41 (.60)	2.89 (.86)	2.84 (.63)	2.84 (.79)	3.63 (.63)
Non-minority (896)	2.76 (.82)	2.72 (.80)	2.51 (.76)	2.94 (.85)	2.90 (.86)	2.87 (.94)	3.29 (.77)	2.78 (.81)	2.98 (.58)	2.87 (.94)	2.66 (.92)	2.86 (.89)	3.00 (1.02)

*Range 1-5, 1 is most negative response, 5 is most positive response. **Indicates that only one individual responded; confidentiality may be compromised.

Appendix 9

STRENGTH OF ADVOCACY FOR UNIVERSITY OF HAWAI'I FACULTY BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1052)	2.74 (.68)	2.56 (.64)	2.93 (.71)	3.15 (.54)	2.95 (.67)	2.75 (.70)	3.07 (.59)	2.93 (.75)	3.07 (.68)	2.76 (.60)	3.26 (.50)	3.00 (.58)	3.02 (.78)
Researcher (109)	2.61 (.55)	2.61 (.55)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (135)	2.80 (.73)	2.73 (.72)	3.30 (.48)	2.67 (.16)	3.24 (.79)	0	2.85 (.92)	3.07 (.76)	0	3.01 (.44)	**	**	**
Librarian (51)	2.88 (.62)	2.89 (.63)	3.11 (.77)	**	2.74 (.54)	**	3.05 (.19)	2.73 (.08)	**	2.80 (.71)	1.97 (.67)	2.90 (.28)	0
Agent (17)	2.87 (.78)	2.87 (.78)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (45)	2.74 (.54)	2.68 (.49)	**	0	2.90 (.62)	0	0	3.25 (.21)	**	**	0	**	**
Other (25)	2.81 (.64)	2.64 (.65)	0	0	2.84 (.65)	2.81 (.61)	**	**	0	2.43 (.58)	3.08 (.78)	**	**
Rank													
Instructor (187)	2.83 (.69)	2.73 (.68)	3.11 (.55)	**	2.91 (.72)	2.54 (.56)	2.97 (.54)	2.96 (.67)	2.23 (.68)	2.67 (.62)	3.29 (.78)	3.35 (.92)	3.28 (1.34)
Assistant (265)	2.86 (.73)	2.67 (.73)	2.95 (.68)	3.39 (.75)	3.12 (.66)	3.30 (.80)	3.26 (.50)	2.98 (.83)	3.16 (.62)	3.03 (.47)	3.21 (.55)	3.00 (.65)	3.58 (.91)
Associate (384)	2.75 (.63)	2.63 (.60)	2.92 (.85)	3.34 (.40)	2.91 (.61)	2.62 (.59)	3.05 (.60)	3.04 (.57)	3.09 (.51)	2.54 (.54)	3.26 (.71)	2.75 (.50)	3.24 (.51)
Full (506)	2.65 (.64)	2.55 (.60)	2.98 (.67)	3.13 (.40)	2.87 (.66)	2.46 (.53)	3.11 (.67)	2.77 (.62)	3.18 (.83)	2.82 (.71)	3.07 (.58)	3.29 (.25)	2.99 (.87)

* Range 1-5, 1 is weak, 5 is strong. **Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 9
continued**

STRENGTH OF ADVOCACY FOR UNIVERSITY OF HAWAI'I FACULTY BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (811)	2.72 (.68)	2.53 (.63)	2.97 (.68)	3.15 (.54)	2.90 (.66)	2.65 (.69)	2.98 (.62)	2.90 (.72)	3.17 (.71)	2.74 (.61)	3.24 (.48)	2.99 (.60)	**
11-month (582)	2.76 (.67)	2.67 (.64)	3.09 (.65)	3.11 (.78)	3.03 (.67)	2.89 (.59)	3.40 (.28)	2.90 (.73)	2.95 (.53)	2.96 (.63)	3.03 (.81)	2.96 (.30)	3.33 (.89)
Sex													
Female (614)	2.79 (.69)	2.67 (.68)	3.03 (.62)	3.09 (.76)	2.93 (.67)	2.77 (.57)	3.00 (.52)	2.83 (.81)	3.09 (.61)	2.77 (.56)	3.31 (.71)	3.05 (.55)	3.03 (.72)
Male (802)	2.71 (.66)	2.58 (.62)	2.93 (.71)	3.19 (.36)	2.97 (.68)	2.70 (.85)	3.12 (.65)	3.03 (.61)	3.05 (.75)	2.79 (.67)	3.09 (.47)	2.76 (.49)	3.38 (1.09)
Race/Ethnicity													
Minority (491)	2.94 (.69)	2.85 (.70)	3.21 (.68)	3.33 (.50)	3.02 (.66)	2.78 (.70)	3.14 (.62)	3.06 (.75)	3.18 (.56)	2.71 (.50)	3.23 (.47)	3.31 (.44)	3.44 (.91)
Non-minority (879)	2.64 (.65)	2.52 (.60)	2.76 (.69)	3.08 (.62)	2.90 (.65)	2.69 (.65)	3.00 (.56)	2.86 (.67)	2.92 (.76)	2.83 (.71)	3.18 (.63)	2.76 (.49)	2.70 (.70)

* Range 1-5, 1 is weak, 5 is strong. **Indicates that only one individual responded; confidentiality may be compromised.

Appendix 10

LEVEL OF CONFIDENCE IN LEADERSHIP BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1065)	2.88 (.79)	2.68 (.74)	3.03 (.80)	3.06 (.74)	3.15 (.77)	2.94 (.81)	3.23 (.62)	3.13 (.87)	3.31 (.77)	2.94 (.77)	3.46 (.64)	3.13 (.68)	3.37 (.68)
Researcher (112)	2.62 (.63)	2.62 (.63)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (138)	2.90 (.85)	2.86 (.85)	3.11 (.92)	2.33 (.94)	3.25 (.75)	0	3.04 (.67)	3.14 (.52)	0	3.03 (.79)	**	2.89 (.56)	**
Librarian (52)	3.08 (.64)	3.06 (.69)	3.31 (.72)	**	3.02 (.54)	**	3.21 (.25)	3.18 (.56)	**	3.14 (.61)	2.46 (.67)	3.21 (.10)	0
Agent (17)	2.71 (.78)	2.71 (.78)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (46)	2.83 (.59)	2.77 (.58)	**	0	3.00 (.55)	0	0	3.29 (.20)	**	2.36 (.51)	0	**	**
Other (25)	3.00 (.70)	3.07 (.57)	0	0	2.99 (.73)	2.93 (.63)	**	**	0	2.58 (.89)	3.36 (.60)	**	**
Rank													
Instructor (190)	3.02 (.80)	2.86 (.82)	3.38 (.75)	**	3.20 (.75)	2.55 (.41)	3.44 (.46)	3.24 (.82)	2.71 (1.08)	2.81 (.69)	3.53 (.66)	3.50 (.51)	3.91 (.86)
Assistant (273)	3.04 (.84)	2.83 (.84)	3.16 (.77)	3.32 (1.46)	3.33 (.75)	3.46 (.77)	3.32 (.51)	3.08 (.97)	3.43 (.77)	3.49 (.73)	3.36 (.56)	3.40 (.40)	3.54 (.70)
Associate (386)	2.85 (.72)	2.75 (.72)	2.86 (.83)	3.26 (.61)	3.01 (.68)	2.83 (.57)	3.11 (.64)	3.14 (.71)	3.13 (.53)	2.68 (.64)	3.50 (.83)	2.79 (.62)	3.18 (.96)
Full (511)	2.73 (.72)	2.61 (.66)	2.96 (.75)	3.14 (.48)	3.04 (.79)	2.56 (.80)	3.25 (.71)	3.09 (.69)	3.43 (.89)	2.90 (.88)	3.06 (.74)	3.49 (.64)	3.25 (1.06)

* Range 1-5, 1 is low level, 5 is high level. **Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 10
continued**

LEVEL OF CONFIDENCE IN LEADERSHIP BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (821)	2.86 (.77)	2.65 (.73)	3.08 (.77)	3.06 (.74)	3.09 (.75)	2.90 (.85)	3.14 (.61)	3.10 (.79)	3.48 (.75)	2.89 (.74)	3.38 (.64)	3.12 (.69)	**
11-month (591)	2.86 (.77)	2.76 (.75)	3.05 (.77)	2.84 (1.10)	3.24 (.76)	3.06 (.60)	3.67 (.22)	3.12 (.93)	3.02 (.65)	3.13 (.83)	3.29 (.79)	3.09 (.48)	3.67 (.70)
Sex													
Female (623)	2.95 (.80)	2.80 (.80)	3.13 (.75)	2.85 (.98)	3.16 (.76)	3.00 (.61)	3.24 (.51)	3.01 (.93)	3.37 (.69)	3.01 (.78)	3.48 (.74)	3.24 (.61)	3.42 (.67)
Male (812)	2.81 (.74)	2.68 (.70)	2.98 (.77)	3.17 (.56)	3.12 (.76)	2.79 (1.00)	3.24 (.68)	3.26 (.69)	3.20 (.80)	2.90 (.80)	3.24 (.52)	2.82 (.58)	3.60 (.95)
Race/Ethnicity													
Minority (495)	3.07 (.80)	2.95 (.81)	3.26 (.70)	3.30 (1.13)	3.20 (.77)	2.88 (.81)	3.32 (.62)	3.21 (.90)	3.42 (.69)	2.96 (.74)	3.29 (.58)	3.40 (.53)	3.73 (.83)
Non-minority (896)	2.77 (.74)	2.62 (.70)	2.84 (.79)	2.95 (.67)	3.12 (.73)	2.96 (.68)	3.18 (.59)	3.13 (.76)	3.20 (.86)	2.94 (.83)	3.43 (.70)	2.93 (.64)	3.07 (.48)

* Range 1-5, 1 is low level, 5 is high level. **Indicates that only one individual responded; confidentiality may be compromised.

Appendix 11

**OVERALL MORALE, CHANGE IN MORALE, AND FUTURE PLANS BY LOCUS OF APPOINTMENT
UH - Mānoa**

UH - Mānoa Locus of Appointment	Overall Morale	Change in Morale	Likelihood to Leave
	#1	#2	#3
	x (SD)	x (SD)	x (SD)
College of Arts & Sciences:			
Arts & Humanities	4.35 (2.17)	3.38 (2.09)	2.88 (1.45)
Languages, Linguistics, & Literature	4.89 (2.39)	3.87 (2.41)	2.55 (1.38)
Natural Sciences	3.63 (2.23)	2.57 (1.87)	2.82 (1.27)
Social Sciences	4.18 (2.44)	3.16 (1.98)	2.99 (1.49)
College of Business Administration	4.15 (1.96)	3.78 (2.38)	3.13 (1.47)
Travel Industry Management	2.75 (.96)	3.00 (1.41)	4.25 (.50)
College of Health Sciences & Social Welfare:			
School of Nursing	3.96 (2.05)	3.42 (1.86)	2.98 (1.07)
School of Medicine	5.14 (2.40)	4.23 (2.28)	2.73 (1.31)
School of Public Health	3.57 (2.41)	2.36 (1.69)	3.20 (1.41)
School of Social Work	4.53 (2.27)	3.19 (1.60)	2.71 (1.23)
Organized Research Units & Academic Affairs	5.25 (2.47)	3.81 (2.28)	2.67 (1.34)
College of Education	5.48 (2.46)	4.58 (2.57)	2.44 (1.43)
College of Engineering	5.04 (2.16)	3.57 (2.06)	2.98 (.97)

#1, range is from 1=low morale to 10=high morale (midpoint 5.5).

#2, range is from 1=declined to 10=improved (midpoint 5.5=unchanged).

#3, range is from 1=not likely to 5=very likely (midpoint 3.0).

**Appendix 11
continued**

**OVERALL MORALE, CHANGE IN MORALE, AND FUTURE PLANS BY LOCUS OF APPOINTMENT
UH - Mānoa**

UH - Mānoa Locus of Appointment	Overall Morale	Change in Morale	Likelihood to Leave
	#1	#2	#3
	x (SD)	x (SD)	x (SD)
College of Tropical Ag. & Human Resources	4.40 (2.19)	3.51 (2.10)	3.02 (1.36)
School of Architecture	3.83 (1.94)	3.00 (2.83)	3.25 (1.54)
School of Law	4.57 (1.90)	4.29 (2.14)	3.75 (1.41)
Library Services	5.61 (2.15)	4.93 (2.39)	2.46 (1.56)
Outreach College	3.71 (2.14)	2.71 (1.80)	3.71 (1.11)
SOEST	4.28 (2.30)	3.28 (2.06)	3.05 (1.21)
SHAPS	6.31 (2.47)	5.53 (2.56)	2.54 (1.35)
Student Affairs	6.13 (1.81)	4.00 (1.62)	2.19 (1.13)
Totals	4.64 (2.36)	3.63 (2.23)	2.81 (1.36)

#1, range is 1-10, 1=low morale, 10=high morale, midpoint is 5.5.

#2, range is 1-10, 1=declined, 10=improved, midpoint is 5.5=unchanged.

#3, range is 1-5, 1=not likely, 5=very likely, midpoint is 3.0.

Appendix 12

**CHANGE IN MORALE OVER TIME*
UH - Mānoa**

Year	1984	1985	1987	1990	1992	1994	1998
Mean	3.2	3.8	4.6	4.7	4.6	4.3	3.6
Difference From Midpoint	-2.3	-1.7	-.9	-.8	-.9	-1.2	-1.9

* Range is 1-10, 1=declined, 10=improved, midpoint is 5.5=unchanged.

Appendix 13

OVERALL FACULTY MORALE* BY CLASSIFICATION AND RANK

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Classification													
Instructional (1061)	5.17 (2.52)	4.50 (2.35)	6.14 (2.41)	5.59 (2.27)	5.93 (2.52)	4.81 (2.41)	6.22 (2.55)	6.04 (2.59)	6.03 (2.34)	5.73 (2.56)	6.30 (2.15)	6.41 (2.75)	6.25 (2.60)
Researcher (113)	4.38 (2.28)	4.38 (2.28)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist (140)	5.53 (2.34)	5.31 (2.33)	7.20 (1.30)	6.00 (4.24)	6.85 (2.04)	0	7.00 (2.83)	6.67 (3.06)	0	6.00 (2.00)	**	7.00 (1.41)	**
Librarian (52)	5.83 (2.31)	5.35 (2.29)	8.33 (1.15)	**	6.06 (2.16)	**	6.00 (1.15)	6.50 (2.08)	**	7.50 (2.12)	3.33 (3.21)	7.50 (.71)	0
Agent (17)	4.94 (2.38)	4.94 (2.38)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Split (46)	4.67 (2.36)	4.42 (2.42)	**	0	5.57 (1.51)	0	0	6.50 (.71)	**	6.50 (.71)	0	**	**
Other (25)	5.56 (2.36)	4.50 (2.52)	0	0	5.76 (2.34)	6.14 (2.61)	**	**	0	5.67 (2.66)	4.75 (2.06)	**	**
Rank													
Instructor (192)	5.85 (2.44)	5.33 (2.39)	7.08 (1.78)	**	6.37 (2.44)	6.00 (1.87)	7.50 (2.07)	6.29 (2.62)	4.00 (2.00)	5.41 (2.50)	6.64 (2.38)	9.00 (1.41)	7.00 (2.16)
Assistant (274)	5.49 (2.40)	4.97 (2.26)	6.32 (2.47)	7.33 (2.89)	6.06 (2.42)	5.36 (2.46)	6.83 (2.08)	6.48 (2.64)	5.25 (2.90)	6.00 (2.18)	5.62 (2.40)	6.60 (1.14)	6.33 (3.21)
Associate (381)	5.04 (2.45)	4.61 (2.29)	6.41 (2.74)	5.00 (2.83)	5.62 (2.51)	4.59 (2.24)	5.55 (2.68)	6.32 (2.36)	6.42 (2.07)	5.29 (2.59)	6.09 (2.43)	5.23 (2.77)	5.00 (4.24)
Full (510)	4.75 (2.49)	4.30 (2.39)	5.97 (2.27)	6.40 (2.07)	5.86 (2.44)	4.57 (2.56)	6.28 (2.35)	5.42 (2.39)	6.60 (1.34)	6.29 (2.42)	5.29 (2.36)	7.67 (1.97)	5.50 (4.95)

* Range from 1=low morale to 10= high morale.

**Indicates that only one individual responded; confidentiality may be compromised.

**Appendix 13
continued**

OVERALL FACULTY MORALE* BY APPOINTMENT PERIOD, SEX, AND RACE/ETHNICITY

Demographic	Grand Total	Mānoa	Hilo	West O'ahu	UHCC Subtotal	Hawai'i	Honolulu	Kapi'olani	Kaua'i	Leeward	Maui	Windward	ETC
(N)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)	x (SD)
Appointment													
9-month (821)	5.14 (2.51)	4.48 (2.35)	6.44 (2.30)	5.59 (2.27)	5.76 (2.51)	4.56 (2.40)	6.02 (2.48)	5.84 (2.61)	5.79 (2.50)	5.67 (2.45)	6.25 (2.37)	6.32 (2.73)	**
11-month (591)	5.16 (2.43)	4.75 (2.34)	6.85 (1.81)	7.00 (3.46)	6.44 (2.29)	6.69 (2.10)	6.75 (2.38)	6.36 (2.47)	6.25 (1.91)	7.10 (2.33)	5.25 (2.45)	6.50 (1.93)	6.85 (2.44)
Sex													
Female (624)	5.34 (2.43)	4.91 (2.32)	6.71 (2.37)	5.89 (2.37)	5.77 (2.46)	5.52 (2.27)	5.88 (2.46)	5.33 (2.61)	5.71 (2.34)	5.70 (2.34)	6.72 (2.34)	6.33 (2.61)	5.75 (2.87)
Male (810)	5.01 (2.51)	4.48 (2.37)	6.14 (2.25)	5.73 (2.57)	6.10 (2.50)	4.56 (2.68)	6.29 (2.59)	6.90 (2.25)	5.94 (2.41)	5.98 (2.59)	4.81 (1.91)	5.90 (2.33)	7.29 (2.14)
Race/Ethnicity													
Minority (494)	5.64 (2.36)	5.18 (2.27)	7.10 (1.72)	6.80 (2.59)	6.01 (2.41)	4.92 (2.73)	6.59 (2.18)	6.18 (2.51)	5.71 (2.26)	5.63 (2.27)	5.92 (1.88)	7.00 (2.00)	6.90 (3.04)
Non-minority (896)	4.91 (2.51)	4.42 (2.37)	5.71 (2.52)	5.38 (2.40)	5.96 (2.50)	5.20 (2.14)	6.00 (2.72)	6.00 (2.55)	6.13 (2.58)	6.20 (2.47)	6.03 (2.47)	6.13 (2.88)	5.60 (1.14)

* Range from 1=low morale to 10= high morale. **Indicates that only one individual responded; confidentiality may be compromised.