

QUALITY OF FACULTY WORKLIFE: THE UNIVERSITY OF HAWAI'I

Spring 2018

All Campus Council of Faculty Senate Chairs (ACCFSC)
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QUALITY OF FACULTY WORKLIFE: THE UNIVERSITY OF HAWAI‘I

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Introduction

The All Campus Council of Faculty Senate Chairs (ACCFSC) requested in spring 2018 that the Office of the Vice President for Academic Planning and Policy (OVPAPP) administer the Quality of Faculty Worklife survey. This survey was adapted from a morale survey that was conducted by the Mānoa Faculty Senate and has been conducted periodically since 1984. The instrument was revised in 1998 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, and community colleges)*. Based on ACCFSC input, the survey was revised in 2018 to include the additional categories of civility and collaboration, open and transparent communications, and native Hawaiian/indigenous culture; remove the student category; consolidate personal worklife into professional worklife; realign the campuses’ locus of appointment; while retaining the prior questions and format for purposes of comparison and longitudinal analysis.

Method

The study included 4,718 members of the UH faculty (≥ 0.50 FTE). Faculty were contacted via email by the OVPAPP through an electronic listserv that was established for this project. The email provided instructions on locating and accessing the online survey. Email announcements from the OVPAPP in conjunction with follow up email reminders yielded 1,135 responses for a 24% return rate. Table 1 displays the response rate by campus. Refer to Appendix A for the response rate by respondents’ locus of appointment and major campus unit.

Table 1. Number and Percent of Respondents by Campus

Campus	Population	Useable Responses	Percent Total Responses	Percent Response Rate by Campus
TOTAL	4,718	1,135	24.1%	24.1%
UH Mānoa	2,514	571	12.1%	22.7%
UH Hilo	333	82	1.7%	24.6%
UH West O‘ahu	219	63	1.3%	28.8%
UH Community Colleges	1,652	419	8.9%	25.4%
Hawai‘i	204	47	1.0%	23.0%
Honolulu	227	70	1.5%	30.8%
Kapi‘olani	427	97	2.1%	22.7%
Kaua‘i	107	42	0.9%	39.3%
Leeward	308	68	1.4%	22.1%
Maui	244	61	1.3%	25.0%
Windward	135	34	0.7%	25.2%

* The 1998, 2002, 2006, 2014, and 2018 Quality of Faculty Worklife reports are available at www.hawaii.edu/offices/app/faculty/

Analysis

This study applied a quantitative analysis of the data. The survey was sent to all faculty members with a 24.1 percent response rate. The results are interpreted as true parameters (in contrast to parameter estimates) because nonresponse

bias is thought to be minimal with the relatively large respondent size, acceptable response rate, and the representativeness of the survey responses to the entire spring faculty population.

Descriptive statistics were used to answer the following questions:

- How do faculty perceive the quality of worklife at UH?
- How are faculty members spending their time and how would they prefer to spend it?
- What is the current morale of faculty?
- How do faculty members perceive that their morale has changed over time, and in the case of UH Mānoa, how have perceptions changed since the first administration of the survey in 1984?
- How likely are faculty members to leave their position or their institution?
- 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, tenure, gender identity, and race/ethnicity)?
- And finally, have perceptions changed regarding the quality of worklife, morale, change in morale, or likelihood to leave compared to previous results?

Demographics

Table 2 provides demographic data on the respondents beginning with their classification and rank. As shown below, the majority of respondents across the campuses (56%) are classified as “instructional” with the remainder dispersed among the other classification categories. The majority of respondents have a 9-month appointment (55%), are employed full-time (83%), and are female (53%). Caucasians form the plurality ethnic group (46%).

Survey respondents are generally representative of the spring 2018 faculty population whose makeup is as follows: instructional (53%), full-time faculty (70%), females (51%), and Caucasians (46%). Direct comparisons between the population and the respondents are hampered by the number of respondents who left the demographic section blank.

Table 2. Demographics on Respondents by Major Unit

	Spring 2018 Population		Survey Repondents									
			Overall		UHM		UHH		UHWO		UHCC	
Faculty Classification												
Instructional	2,485	52.7%	640	56.4%	297	52.0%	55	67.1%	38	60.3%	250	59.7%
Librarian	63	1.3%	38	3.3%	22	3.9%	0	0.0%	3	4.8%	13	3.1%
Researcher	238	5.0%	65	5.7%	58	10.2%	1	1.2%	0	0.0%	6	1.4%
Specialist	467	9.9%	138	12.2%	98	17.2%	8	9.8%	9	14.3%	23	5.5%
County Agent	38	0.8%	8	0.7%	7	1.2%	0	0.0%	0	0.0%	1	0.2%
Lecturer	1,209	25.6%	120	10.6%	36	6.3%	8	9.8%	10	15.9%	66	15.8%
Multiple classification	0	0.0%	40	3.5%	23	4.0%	5	6.1%	1	1.6%	11	2.6%
Other	218	4.6%	66	5.8%	20	3.5%	2	2.4%	2	3.2%	42	10.0%
Blank/No Answer		0.0%	20	1.8%	10	1.8%	3	3.7%	0	0.0%	7	1.7%
Rank												
Rank 2	742	21.1%	236	20.8%	82	14.4%	18	22.0%	21	33.3%	115	27.4%
Rank 3	992	28.3%	215	18.9%	105	18.4%	10	12.2%	13	20.6%	87	20.8%
Rank 4	786	22.4%	218	19.2%	120	21.0%	17	20.7%	10	15.9%	71	16.9%
Rank 5	989	28.2%	258	22.7%	163	28.5%	14	17.1%	6	9.5%	75	17.9%
Blank/No Answer			208	18.3%	101	17.7%	23	28.0%	13	20.6%	71	16.9%

	Spring 2018 Population		Survey Repondents									
			Overall		UHM		UHH		UHWO		UHCC	
Rank If Lecturer												
Lecturer A	608	50.3%	88	7.8%	36	6.3%	6	7.3%	6	9.5%	40	9.5%
Lecturer B	218	18.0%	19	1.7%	3	0.5%	1	1.2%	3	4.8%	12	2.9%
Lecturer C	383	31.7%	46	4.1%	13	2.3%	6	7.3%	2	3.2%	25	6.0%
Blank/No Answer			982	86.5%	519	90.9%	69	84.1%	52	82.5%	342	81.6%
Appointment												
9-month	1,791	38.0%	622	54.8%	277	48.5%	44	53.7%	44	69.8%	257	61.3%
11-month	1,718	36.4%	450	39.6%	266	46.6%	31	37.8%	16	25.4%	137	32.7%
Blank/No Answer	1,209	25.6%*	63	5.6%	28	4.9%	7	8.5%	3	4.8%	25	6.0%
Employment Status												
Full-time (1.00 FTE)	3,288	69.7%	936	82.5%	466	81.6%	68	82.9%	56	88.9%	346	82.6%
Part-time (<1.00 FTE)	1,430	30.3%	149	13.1%	74	13.0%	10	12.2%	6	9.5%	59	14.1%
Blank/No Answer	0	0.0%	50	4.4%	31	5.4%	4	4.9%	1	1.6%	14	3.3%
Tenure Status												
Tenured	1,804	38.2%	556	49.0%	284	49.7%	41	50.0%	16	25.4%	215	51.3%
Tenure track	724	15.3%	236	20.8%	110	19.3%	16	19.5%	24	38.1%	86	20.5%
Non-tenure track	2,190	46.4%	301	26.5%	157	27.5%	23	28.0%	22	34.9%	99	23.6%
Blank/No Answer	0	0.0%	42	3.7%	20	3.5%	2	2.4%	1	1.6%	19	4.5%
Gender												
Female	2,406	51.0%	605	53.3%	279	48.9%	43	52.4%	35	55.6%	248	59.2%
Male	2,312	49.0%	470	41.4%	263	46.1%	33	40.2%	21	33.3%	153	36.5%
Other‡			27	2.4%	10	1.8%	2	2.4%	5	7.9%	10	2.4%
Blank/No Answer	0	0.0%	33	2.9%	19	3.3%	4	4.9%	2	3.2%	8	1.9%
Race/Ethnicity												
African American or Black	73	1.5%	4	0.4%	1	0.2%		0.0%		0.0%	3	0.7%
Asian (Mixed, Other)	97	2.1%	112	9.9%	53	9.3%	9	11.0%	5	7.9%	45	10.7%
Caucasian or White	2,167	45.9%	518	45.6%	288	50.4%	43	52.4%	26	41.3%	161	38.4%
Chinese	393	8.3%	44	3.9%	30	5.3%	1	1.2%	1	1.6%	12	2.9%
Filipino	242	5.1%	27	2.4%	9	1.6%	1	1.2%	4	6.3%	13	3.1%
Native Hawaiian or Part-Hawaiian	474	10.0%	101	8.9%	33	5.8%	5	6.1%	11	17.5%	52	12.4%
Hispanic/Latino	129	2.7%	21	1.9%	10	1.8%	3	3.7%	2	3.2%	6	1.4%
Japanese	735	15.6%	134	11.8%	57	10.0%	4	4.9%	5	7.9%	68	16.2%
Korean	140	3.0%	12	1.1%	6	1.1%	1	1.2%		0.0%	5	1.2%

	Spring 2018 Population		Survey Repondents									
			Overall		UHM		UHH		UHWO		UHCC	
American Indian or Alaskan Native	44	0.9%	4	0.4%		0.0%		0.0%	2	3.2%	2	0.5%
Pacific Islander (Mixed, Other)	42	0.9%	10	0.9%	3	0.5%	2	2.4%	1	1.6%	4	1.0%
South Asian Indian	92	1.9%	8	0.7%	7	1.2%		0.0%		0.0%	1	0.2%
Mixed Race/Ethnicity	90	1.9%	34	3.0%	19	3.3%	1	1.2%	2	3.2%	12	2.9%
Other		0.0%	2	0.2%	1	0.2%		0.0%		0.0%	1	0.2%
Other-Blank/Blank/No Answer		0.0%	104	9.2%	54	9.5%	12	14.6%	4	6.3%	34	8.1%
Minority/Non-minority+												
Minority	2,551	54.1%	513	45.2%	229	40.1%	27	32.9%	33	52.4%	224	53.5%
Non-minority	2,167	45.9%	518	45.6%	288	50.4%	43	52.4%	26	41.3%	161	38.4%
Other-Blank/Blank/No Answer	0	0.0%	104	9.2%	54	9.5%	12	14.6%	4	6.3%	34	8.1%

* Includes faculty with appointment periods other than 9-month and 11-month.

‡ Other" category consolidates the survey options of Other, Genderqueer, Intersex and Transgender.

+ For purposes of this analysis, "minority" includes: African American or Black, Asian (Mixed, Other), Chinese, Filipino, Native Hawaiian or Part-Hawaiian, Hispanic/Latino, Japanese, Korean, American Indian or Alaskan Native, Pacific Islander (Mixed, Other), South Asian Indian, Mixed Race/Ethnicity and Other. "Non-minority" references Caucasian or White.

How do Faculty Members Perceive the Quality of Worklife at UH?

Respondents were asked to indicate their level of agreement or disagreement with 71 statements about the quality of their worklives. Refer to Appendix B for the means and standard deviations on each of the statements regarding quality of worklife.

Faculty were then asked to list three aspects of their worklives that were the most positive and three that were the most negative. The most frequently mentioned positive and negative elements by faculty at all campuses are listed below (Tables 3 and 4). Results from the 2002, 2006 and 2014 Quality of Faculty Worklife reports are included as points of reference. Note that comparisons between years should be interpreted with caution as respondents and data distribution vary by study. Refer to Appendices C and D for the three most positive and negative aspects of faculty worklife by major campus units.

Table 3 lists the five most frequently mentioned positive elements of faculty worklife. In 2018, "work enthusiasm" and "work intellectual stimulation" ranked first and second. "Autonomy", "enjoyment of faculty position" and "work appreciation" were other positive elements cited.

Table 3. Most Positive Aspects of Faculty Worklife

2018	2014	2006	2002
1. Work enthusiasm	1. Department/unit relations	1. Faculty relations	1. Department/unit relations
2. Work intellectual stimulation	2. Community service	2. Community service	2. Undergraduate students
3. Autonomy	3. Physical work environment	3. Relations with dept chair	3. Relations with dept chair
4. Enjoyment of faculty position	4. Relations with department chair	4. Campus service	4. Community service
5. Work appreciation	5. Social fit with department/unit	5. Undergraduate teaching load	5. Physical work environment

Table 4 displays the five most negative aspects of faculty worklife. “Current salary” ranks first for the fourth consecutive iteration of this study, while “facilities” remains a continuous theme. “Work appreciation”, “bullying” and “work responsibilities” were other negative elements cited. “Work appreciation” was both a top positive and negative worklife factor.

Table 4. Most Negative Aspects of Faculty Worklife

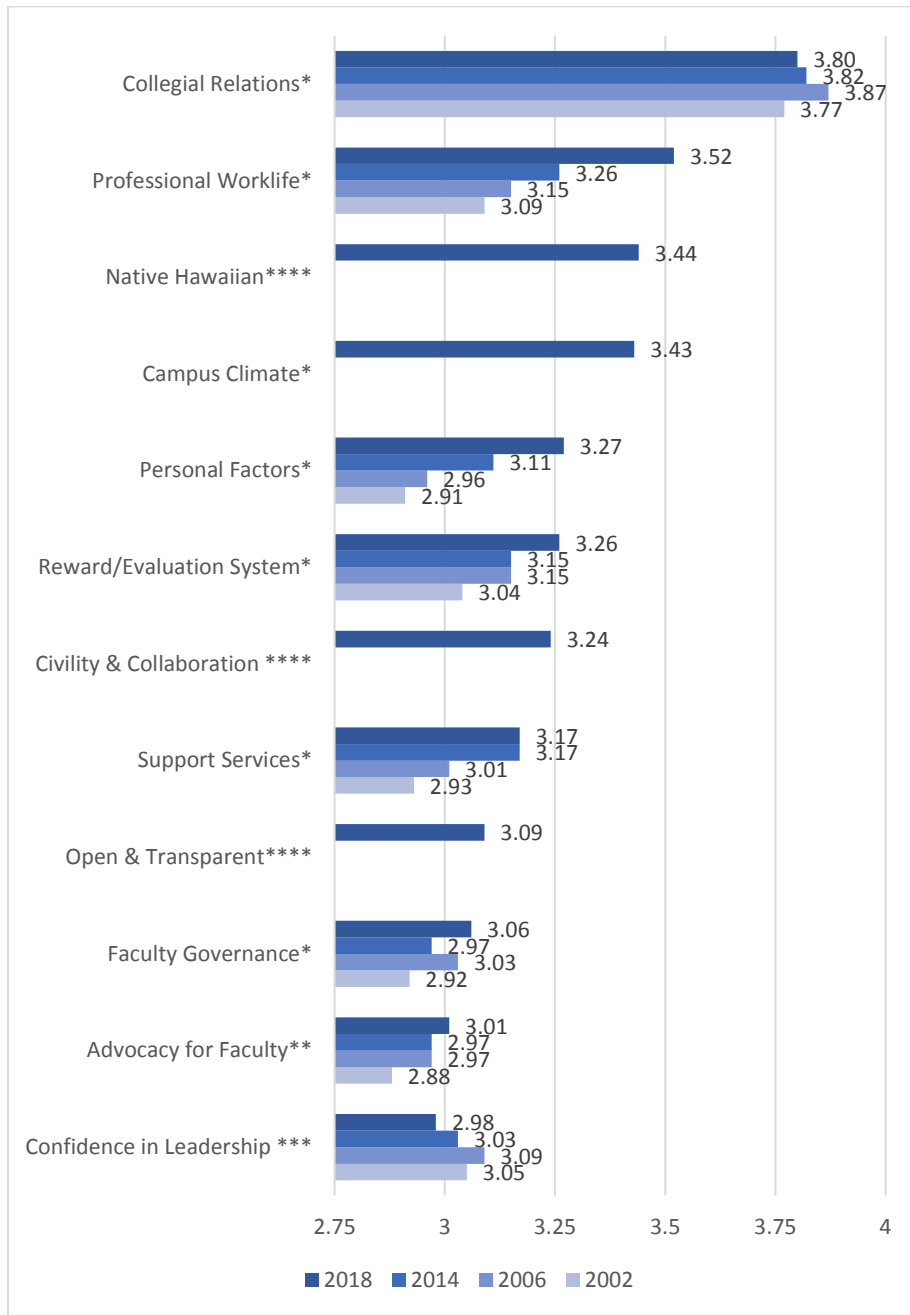
2018	2014	2006	2002
1. Current salary	1. Current salary	1. Current salary	1. Current salary
2. Work appreciation	2. Facilities	2. Undergraduate teaching load	2. Facilities
3. Facilities	3. Clerical support	3. Clerical support	3. Undergraduate teaching load
4. Bullying	4. Support for travel	4. Committee load distribution	4. Clerical support
5. Work responsibilities	5. Undergraduate teaching load	5. Physical work environment	5. Support for travel

Results from past studies are included only as a point of reference to the current year. Any comparisons should be interpreted with caution as respondents and data distribution vary by study.

Following prior reports, responses were grouped into twelve dimensions to create more global measures of the quality of worklife: professional worklife, reward evaluation system, collegial relations, faculty governance, personal factors, support services, advocacy for the faculty, confidence in leadership, culture of civility and collaboration, open and transparent communications, culture of Native Hawaiian/indigenous populations and campus climate.

Figure 1 shows the overall rank order of the twelve quality of worklife dimensions for all UH faculty from most positive to most negative (means included) for the current and prior years that the survey was conducted. The mean range is 1 to 5 with “1” indicating the most negative response and “5” indicating the most positive response.

Figure 1. Quality of Worklife Dimensions by 2018 Mean Rank Order



* Scale range is 1–5. 1=Strongly Disagree; 5=Strongly Agree (Midpoint 3).

** Scale range is 1–5. 1=Weak Advocacy; 5=Strong Advocacy (Midpoint 3).

*** Scale range is 1–5. 1=Low Confidence; 5=High Confidence (Midpoint 3).

**** Scale range is 1–5. 1=Low Contribution; 5=High Contribution (Midpoint 3).

Mean results from prior year surveys are included only as a point of reference to the current year. Any comparisons should be interpreted with caution as respondents and data distribution vary by study.

Native Hawaiian, Civility and Collaboration, Campus Climate, and Open and Transparent are new to the 2018 survey.

Student section eliminated in the 2018 survey.

In 2018, eleven of the twelve dimensions had a mean that was higher than the midpoint (3.00). Four of the eight dimensions showed slight increases and four remained static relative to means reported in 2014.

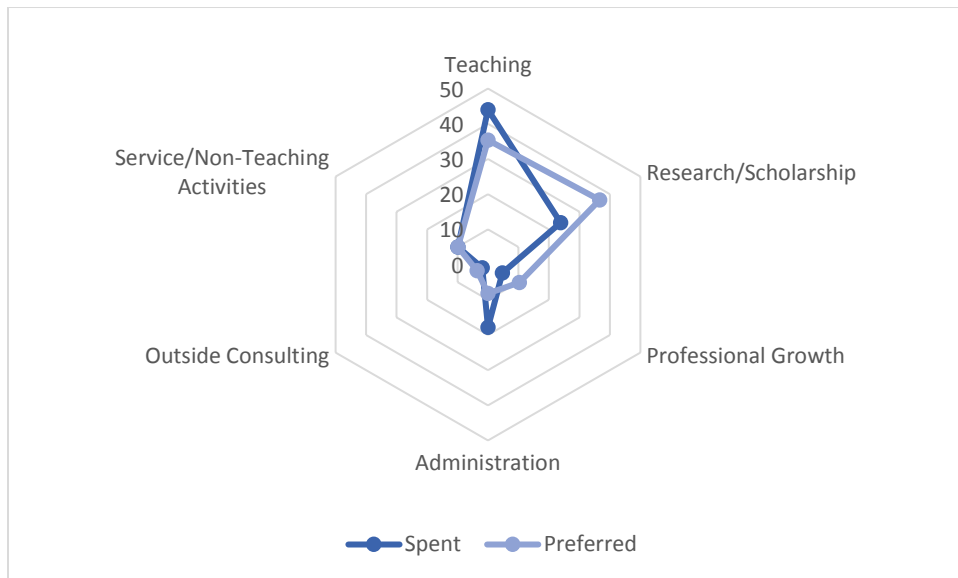
Appendix E provides the means and standard deviations for each of the twelve dimensions by campus. Appendices J-U provide the means and standard deviations for faculty members on each of the twelve quality of worklife dimensions by faculty classification, rank, appointment period, gender identity and race/ethnicity.

How are UH Faculty Members Spending Their Time and How Would They Prefer to Spend It?

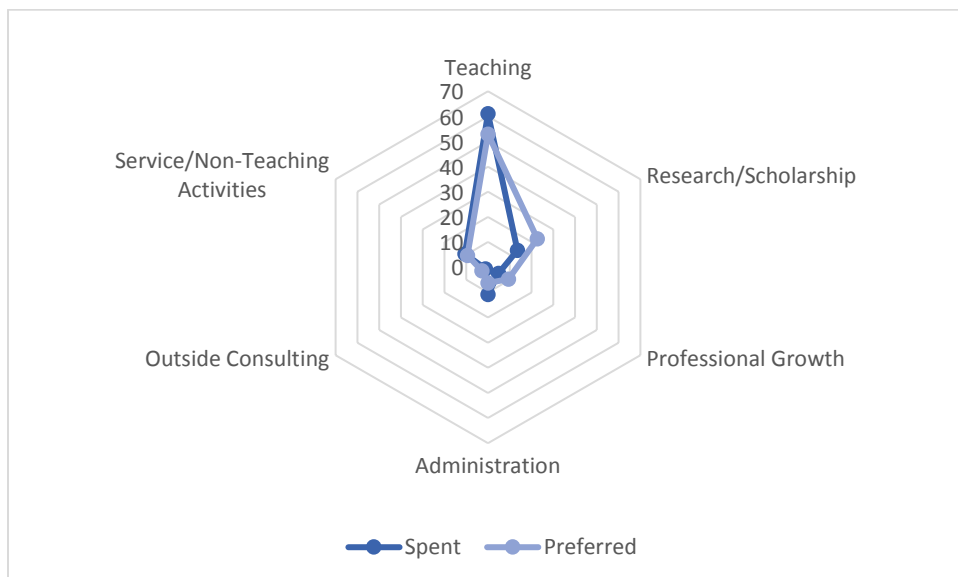
Faculty were asked to indicate how they allocate their time across typical faculty activities: teaching, research, professional growth, administration, consulting, and service. They were also asked how they would prefer to spend their time. As these activities are most appropriate to instructional faculty, the results reported here are for instructional faculty only. Figure 2 provides the percentage of time spent and time preferred by instructional faculty in each of the major units.

Figure 2. Functional Faculty Allocation of Time

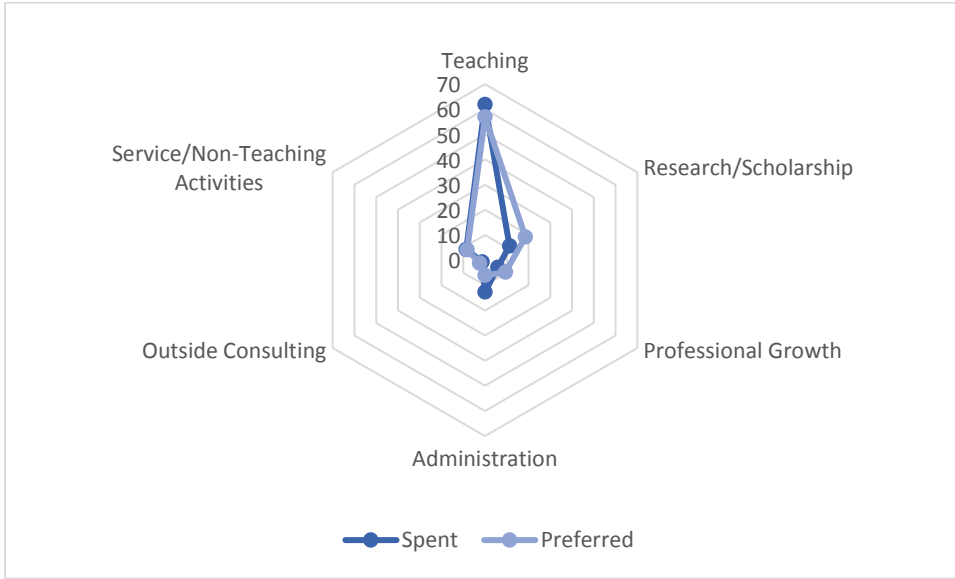
UH Mānoa



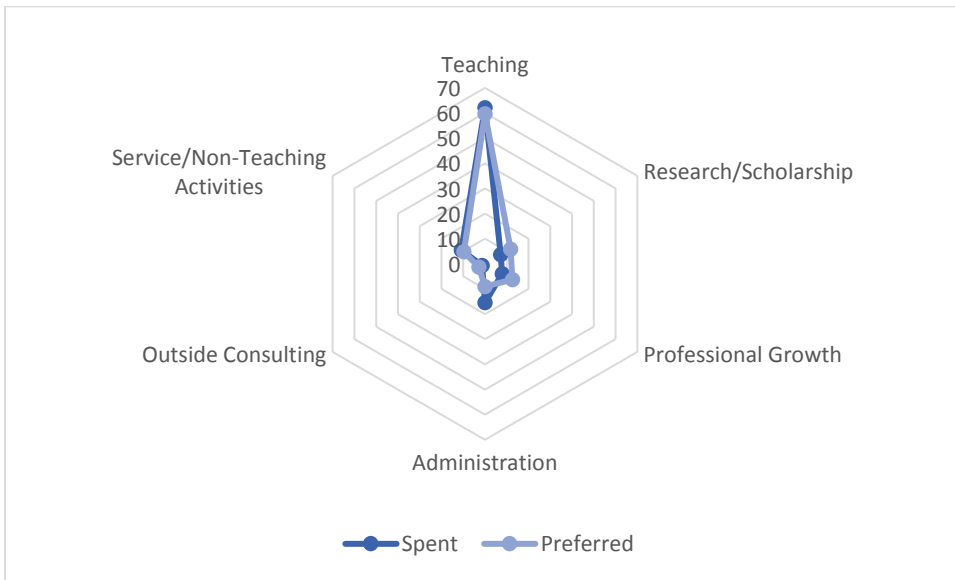
UH Hilo



UH West O'ahu



UH Community Colleges



The time spent by instructional faculty in teaching activities varies by institutional type; that is, at Mānoa faculty report they spend 44 percent of their time on teaching activities while Hilo faculty report 61 percent. West O’ahu and Community College faculty both report 62 percent. When asked how much time they *prefer* to spend on teaching activities, faculty at all institutions indicated they would prefer to spend less time teaching. The differences range from a high of nine percentage points (Mānoa) to a low of two percentage points (Community Colleges).

Instructional faculty at Mānoa spend about 24 percent of their time on research and scholarly activities and would prefer to increase that amount by 13 percentage points. Hilo and West O’ahu faculty spend 14 and 11 percent on research and scholarly activities and would like to increase that by nine and eight percentage points, respectively. Community College faculty members spend about seven percent in such activities and would prefer to allocate another five percentage points.

Instructional faculty within all units report spending from five to eight percent of their time on professional growth, and all indicate they would like to spend more. The opposite is true for administrative activities. Across the campuses, faculty report spending 11 to 18 percent of their time on administrative activities and would prefer to spend six to eight percent. Less than two percent of instructional faculty time is spent on outside consulting or freelance work; however, faculty from all campuses would prefer to spend at least double. Instructional faculty from all four major units spend between nine and eleven percent of their time in service activities and other non-teaching activities; and faculty from all units indicate they would prefer to spend the same to slightly less time on such activities.

What is the Current Level of Satisfaction of Faculty?

Faculty members were asked to assess their current level of satisfaction with respect to their worklife at the University of Hawai’i on a scale of 1 to 10 with “1” indicating low satisfaction and “10” indicating high satisfaction with a midpoint of 5.5. Table 5 displays the overall mean of faculty satisfaction for all campuses (6.23) followed by individual campus means. With the exception Hawai’i Community College (5.30), faculty from all campuses indicate satisfaction levels above the 5.5 midpoint. This suggests that most faculty members are generally more satisfied than not with their worklives. Refer to Appendix F for means and standard deviations by campus.

Table 5. Current Level of Satisfaction by Campus

	2018 Mean
Overall	6.23
UH Mānoa	6.01
UH Hilo	5.63
UH West O’ahu	7.06
UH Community Colleges	6.54
Hawai’i Community College	5.30
Honolulu Community College	6.28
Kapi’olani Community College	6.23
Kaua’i Community College	6.28
Leeward Community College	7.15
Maui College	7.11
Windward Community College	7.85

Scale range is 1–10. 1=low satisfaction; 10=high satisfaction (midpoint 5.5).

Appendix V provides further detail on overall satisfaction by locus of appointment for the major campus units. Appendix X provides the means and standard deviations for faculty members on overall satisfaction by faculty classification, academic rank, appointment period, gender identity, and race/ethnicity and campus. Faculty satisfaction exceeds the 5.5 midpoint on all of the demographics except gender identity, with Other at a mean of 5.19*. Researchers have the lowest satisfaction (mean of 5.50) while lecturers and librarians have the highest satisfaction (6.96 and 6.73, respectively). Faculty members with 11-month appointment periods indicate a higher level of satisfaction (6.32) than those with 9-month appointments

(6.20). Females (6.32) indicated a higher level of satisfaction than males (6.18). Minorities (6.40) indicated a slightly higher satisfaction level than non-minorities (6.28).

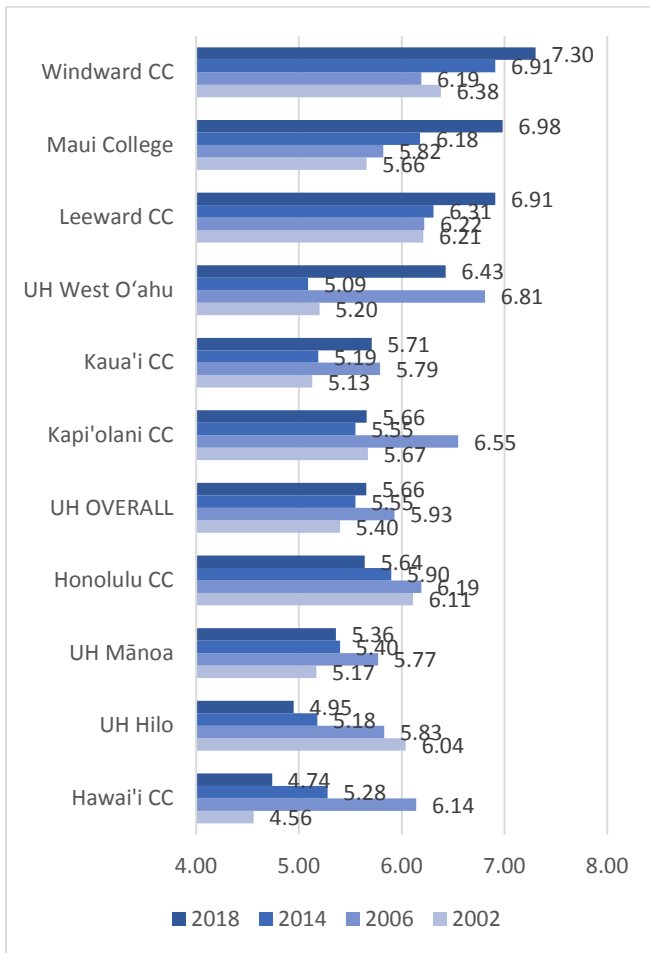
* Due to the small counts and ensure anonymity, the gender identity “Other” consolidated the “Transgender”, “Intersex”, “Genderqueer” and “Other” categories.

What is the Current Morale of Faculty?

Faculty members were asked to assess their overall current morale on a scale of 1 to 10 with “1” indicating low morale and “10” indicating high morale with a midpoint of 5.5. Refer to Appendix G for means and standard deviations by campus.

The mean for faculty morale on all campuses is 5.66 which is just above the midpoint of 5.5, higher than the mean reported in 2014 (5.55), but lower than 2006 (5.93). Figure 3 displays the overall mean and the means for the ten campuses. Data is also provided from the 2002, 2006, and 2014 Faculty Worklife studies as points of reference. As mentioned earlier, comparisons between studies should be interpreted with caution as respondents and data distributions may vary. In 2018, the means vary across the campuses, ranging from 0.76 below the midpoint (Hawai'i CC) to 1.80 above the midpoint (Windward).

Figure 3. Current Faculty Morale by Campus



Scale range is 1-10. 1=low morale; 10=high morale (midpoint 5.5).

Mean results from prior year surveys are included only as a point of reference to the current year. Any comparisons should be interpreted with caution as respondents and data distribution vary by study.

Appendix V provides further detail on overall morale by locus of appointment for the campus units. Appendix Y provides the means and standard deviations for faculty members on overall morale by faculty classification, academic rank, appointment period, gender identity, and race/ethnicity and by campus. Current faculty morale appears to meet or exceed the 5.5 midpoint for six of the eight faculty classifications. Lecturers and librarians have the highest morale (means of 6.49

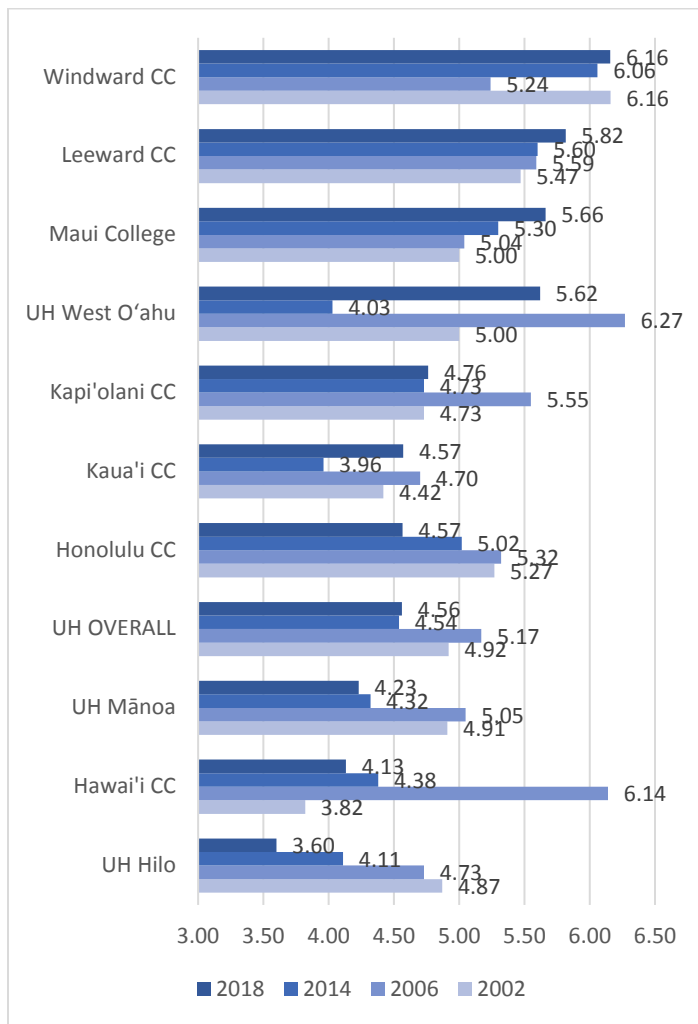
and 6.00, respectively), while researchers and those in the “multiple classification” category have the lowest morale (means of 4.75 and 5.05, respectively). Faculty appointment periods have the same morale level (5.66). Females have the highest morale (5.80), followed by males (5.58) then “Other” (4.58)*. Minority faculty report a slightly higher morale (5.90) than non-minority faculty (5.65).

* Due to the small counts and ensure anonymity, the gender identity “Other” consolidated the “Transgender”, “Intersex”, “Genderqueer” and “Other” categories.

How do Faculty Members Perceive the Change in Their Morale?

Respondents were asked to assess the extent to which they perceived their morale has declined or improved from the previous Faculty Worklife survey (2014) or since they became a faculty member at the University of Hawai‘i. The range is 1 to 10 with “1” indicating a decline in morale and “10” indicating improved morale with a midpoint of 5.5 (unchanged morale). Figure 4 displays the overall mean and means of the ten campuses relative to perceived change in morale.

Figure 4. Faculty Perception of Morale Change by Campus



Scale range is 1-10. 1=decline in morale; 10=improvement in morale (midpoint 5.5=unchanged).

Mean results from prior year surveys are included only as a point of reference to the current year. Any comparisons should be interpreted with caution as respondents and data distribution vary by study.

Overall, faculty members perceive that their morale has declined (4.56). The 2018 mean is below the 5.5 midpoint, near 2014 levels (4.54), and lower than the 2006 (5.17) and 2002 (4.92) means.

Faculty from Windward, Leeward, Maui and West O’ahu perceive an improvement or no change in morale (means greater than or close to 5.5). Faculty from the remaining six campuses perceive a decline (means less than 5.5). Refer to Appendix H for means and standard deviations by campus.

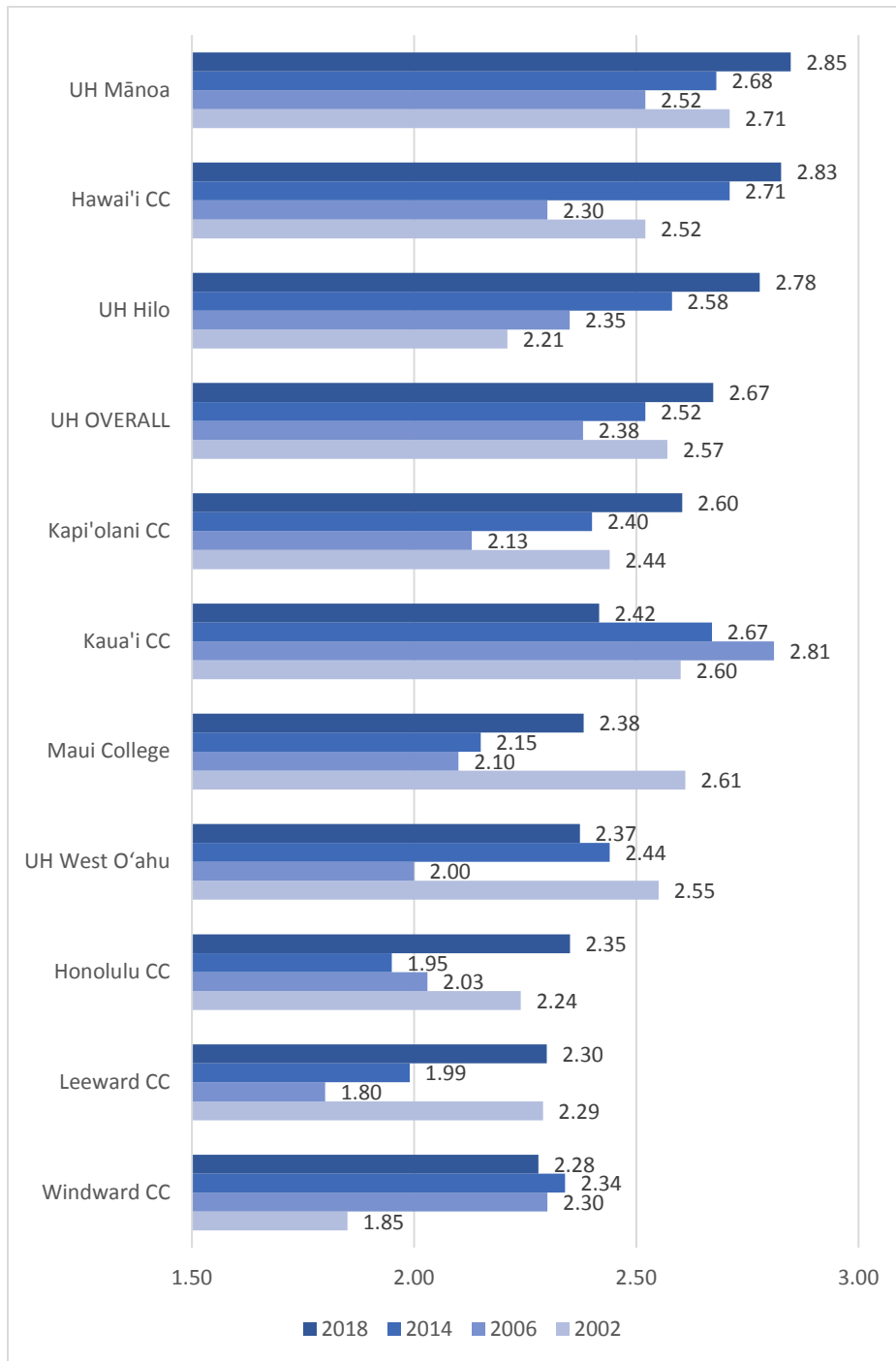
Appendix V provides further detail on faculty perception of morale change by locus of appointment. Appendix Z provides the means and standard deviations for faculty members on overall morale change by classification, academic rank, appointment period, gender identity and race/ethnicity. Among faculty classifications, lecturers perceive almost no change in morale (mean of 5.48), while all other faculty classifications perceived a decline in morale. The largest declines in morale were perceived by researchers (3.97). Nine-month (4.56) and 11-month appointees (4.61) saw similar level of declines. Females perceived the smallest change in morale (4.71), followed by males (4.46) then “Other” (3.74). Minority faculty reported a smaller decrease in morale change (4.90) than non-minority faculty (4.43).

Appendix W references Mānoa’s change in morale over time since 1985. In all instances, faculty perceived a decline in morale (means less than 5.5). The level of decline, however, has fluctuated, with the largest decline in 1998 (mean of 3.6) and the lowest decline in 2006 (mean of 5.1). Mānoa’s means increased from the mid-1980’s through 1990 (4.7) before declining throughout the 1990’s (3.6 in 1998). In 2002 (4.9) and 2006 (5.1), the means show an increase before declining again in 2014 (4.3).

How Likely are Faculty to Leave Their Position or Their Institution?

Faculty members were asked how likely they were to leave their current position or their current institution within the next two years (for any reason). Responses to the two questions were combined into one construct representing faculty members’ likelihood to leave. Appendix I 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. “

Figure 5. Likelihood of Faculty to Leave by Campus



Scale range is 1-5. 1=not likely to leave; 5=very likely to leave (midpoint 3).

Mean results from prior year surveys are included only as a point of reference to the current year. Any comparisons should be interpreted with caution as respondents and data distribution vary by study.

Overall, the likelihood of faculty to leave is 2.67 which is lower than the 3.00 midpoint, but slightly higher than the mean in 2014 (2.52). Figure 5 displays the overall mean and the means of the ten campuses. Data from the 2014, 2006 and 2002 reports are also provided. In 2018, all campuses were below the 3.00 midpoint, with means ranging from 2.28 to 2.85. The results indicate that faculty at this point in time are less likely to leave their current position or their current institution than at any previous time.

Appendix V provides further detail on the likelihood of faculty leaving by locus of appointment and campus units. Appendix AA provides the means and standard deviations for faculty members on their likelihood to leave by faculty classification, academic rank, appointment period, gender identity, and race/ethnicity. When looking at faculty by classification, researchers and those in the “Multiple classification” and “Other” categories report the highest likelihood of leaving (means of 3.02, 3.01 and 3.00 respectively), while librarians report the lowest likelihood (mean of 2.32). There are nominal differences in likelihood to leave by appointment period (2.75 for 11-month to 2.61 for 9-month) and race/ethnicity (2.63 for non-minorities to 2.62 for minorities). While males (mean of 2.69) and females (mean of 2.63) observed similar likelihoods to leave, “Other” (mean of 3.11) had the highest likelihood to leave among all the categories.

Faculty Comments

Respondents were encouraged to provide comments which resulted in 315 submissions, of which 253 contained relevant content. The 62 comments were excluded as it didn't contain applicable worklife content, such as "this survey was WAY too long", "lots of these questions can make a person identifiable" and "thank you". The relevant comments were analyzed to identify themes. The major themes (highest percent of comments) included: leadership (16%), organizational (15%), satisfaction/morale (13%), suggestions (9%), equity (9%), institutional support (9%), financial issues (8%), feeling valued and supported (6%), workload (5%), miscellaneous (4%) and facilities (4%). This compares to the 2014 survey's major themes of leadership (15%), feeling valued and supported (10%), financial issues (9%), workload (7%), satisfaction/morale (6%) and institutional support (6%). Organizational, suggestions, equity, workload, miscellaneous and facilities themes were added to the 2018 survey.

The following are samples of comments taken *verbatim*, with the exception of removing person identifiable information, noted in [brackets]:

Leadership

- *Our Administrators make frequent uninformed decisions that counter faculty/staff progression and we end up having to remedy the situation constantly, its [sic] exhausting. They continue do [sic] operate like this because there is no one to make them accountable and no consequences for them. We have low performance measures and they are absolutely contributing to the problem yet, it is our responsibility to fix it.*
- *Our Chancellor is supportive and innovative. It is exciting to work in an organization that is moving forward in student success practices and indigenous values and culture. The VCAA seems to be conflict adverse and "listens" to those who are the most vocal. This has led to decrease in morale, transparency and confidence in [her/his] ability to lead and the academic affairs department.*
- *The current campus administration has transitioned in the past 2 years to being less inclusive, more chaotic, and short-sighted in overall planning. Decisions and policies are made seemingly w/o proper consultation or inclusion of important stakeholders. Moreover, poor planning, and rushed execution/implementation of new policies help to fuel our public image of being disorganized, haphazard, and ill-prepared. The absence of an overall quality improvement plan for new administrative changes further promotes the continuation of wasteful and inefficient processes that appear to function independently rather than collaboratively in administrative silos.*
- *The leadership provided on this CC campus is directionless, which contributes to the low morale on campus. When the input of a select few is valued and the input of all others appears to be meaningless, it is difficult to feel valued as an employee. Quality leadership, whether in administration or amongst the faculty (i.e. full Professors, Academic Senate Chairs, Department Chairs, etc.), is key to creating a work environment that is fulfilling, where faculty can thrive and innovate. System administration plays a large role in hiring our campus administration, so the kuleana starts there.*
- *There is no academic leadership for high-quality research, but a strong request for external funding. No research support and harsh language by the chair.*
- *Until we have leaders who lead, I think my morale will continue to decline. We need to remove all interim leaders and get full-time, qualified leaders in the administration (E/M) positions. These new people need to lead (not just maintain the status quo). We also need a faculty governance system that works by having faculty willing to lead and do the work required (not just make resolutions and consider their job done).*

Organizational

- *A lot of frustration comes with being dept [sic] chair and not having enough knowledge about all the Manini rules and regulations that need to be followed at UH. Also, it seems like the rules are getting more and more nit-picky as the years go on. The budget crisis has not helped. The fringe rate is now close to 60%, making it even more expensive to hire temp folks needed to cover teaching and extramurally funded research. Infrastructure needs attention. Still, I love UH and would never leave.*
- *I love teaching here, but faculty are overworked and underappreciated. UH is administration-heavy and continues to place additional responsibilities on teaching faculty without adequate support, appreciation, and compensation. Moreover, this is definitely not a university supportive of indigenous Hawaiian or Pacific scholarship, place, culture, or students. In fact, the university as a whole exploits indigenous place, people, and culture, and cultivates a culture of discrimination and suspicion of indigenous students and scholarship. This should be a Hawaiian place of learning (not just in word, but in reality)--why not cultivate scholarship that is Hawai'i and Pacific centered? That is what makes Hawai'i unique!*

- *I must say that the "reorganization" going on at my campus has had a hugely detrimental effect on faculty morale. It has been divisive and unproductive, to say the least, and has allowed some people to make power grabs for their own gain. Abuse of authority is rampant. Also, there seems no longer to be a commitment by this campus to providing a liberal arts education.*
- *Learning should be the hallmark and guiding metric of an educational institution, rather than hierarchy and bureaucracy. How do you transform from a rigid structure of hierarchy and bureaucracy to a more fluid learner centric structure that is based off of interests, research, projects and problem solving [sic] should be talked about and implemented.*
- *The change of financial and administrative focus in the college from teaching to student services was, to some degree, necessary. However, at this time, our entire college seems to be focused on student services [sic] and teaching/learning, the primary mission of the college, is now a secondary activity. There is little to no support for teaching, and faculty are required to take on more and more administrative and student services tasks because student services does not have the human resources for their expanded role. This is causing us to fail in our mission, and causing faculty to have to cut corners in teaching. It is no surprise that we see declining enrollments - our courses are less challenging, less relevant, and less interesting to students because despite all the help they get, the faculty have no time to actually prepare and teach the classes. This seems to me an indicator that we are missing the target. Students come to us to learn. Student services should support that, not drive it. If we don't provide good classes and good teachers, no amount of services will bring students to us.*
- *There's a basic disconnect between the administration (especially the [Department], but also the [Position]) and the faculty, in part because our salaries are a fraction of what administrators make, and in part because we are increasingly asked to do more with less. It's difficult to ask this of one's faculty, and we faculty resent such requests and demands when we see the disparity in salaries. There has got to be a better way to run a university. The caliber of our students is also generally low, which puts us in a difficult position vis-a-vis teaching. They come into our classrooms lacking basic writing and study skills, and we must either capitulate (and be "nice" teachers who give passing grades to students who don't deserve them) or hold the line (and get negative reviews). The university should be responsible for ensuring that students cannot take courses until they have basic writing and study skills.*
- *We can barely provide the classes our students need to fulfill their degrees when none of our retired faculty positions have been filled. Students will leave if they can't get the classes or the help they need. Retention is not about being nicer to our students or lowering our expectations. Retention is offering the courses students require in the time frame they need, and being able to provide them with the help that increases their success.*
- *[Campus], and the UH system as a whole, is declining, thanks to a funding model that is starving educational resources and the absurd idea that the UH system is basically just a business that needs to be run more like business. We talk about "marketing the university better," as if this will make up for the fact that our "product" is poor (if we must use this ridiculous language that views students as "customers[sic].) We think that we ought to be promoting the idea that we are providing skills that will help them lead a better life--"better life" usually defined as making more money. We wonder why enrollment is dropping? Maybe we should consider the fact that the younger generation is the most marketed group in history, and they are very savvy, and very wary of someone selling them snake oil. Maybe we ought to consider the fact that we can do all the marketing we want, do all the assessment studies we want, continue to hire consultants and pricey administrators to tell us how to do the job better, and yet this will not make up for the fact that we do not have enough faculty to provide a quality education anymore.*

Satisfaction/morale

- *As I am approaching retirement and upon reflection, I feel very satisfied with my work here at UH. I have had an opportunity to be a "big fish in a small pond." The joy in working at UH is seeing the students that I've worked have an impact in the local community. Compared to schools on the mainland where the graduates leave and are diluted by the vastness of the country, here in Hawaii [sic], one can see and follow the students as they graduate and become contributing members of the community. That's very rewarding to see how well the students have improved and made an impact on Hawaii [sic] as they have left us. The close knit community is very rewarding.*
- *I love my position and my campus. Coming to work every day is a joy. I love the students, my colleagues, and the community here.*
- *When I was a younger faculty, I loved my job so much, that I did not feel that I had to be paid a lot. But over the years when we see people who are not putting the hours that we do, it becomes discouraging. So many people do not have the commitment to their work that we should have. I strongly believe that we need to serve the people of Hawaii [sic] and use science to solve the problems of our society. There are too many people who are just serving "their time" and getting promoted and getting more pay. Then there are others who are not ethical and really*

damage our reputation as faculty. It took a lot to kill my optimism and high spirits [sic] but that is where I am now. And of course, with our age [sic] so many good, dedicated, knowledgeable people are dying or moving on to a better place! And here I thought I was in the best place for scientific discovery.

- *While I am personally satisfied in my position and feel supported by great colleagues and strong leadership in my own unit, I have also observed a steady overall decline in motivation and morale among both faculty and staff on campus. There is a feeling of system-driven, top-down management, and widespread lack of trust. Some of the higher ranking, high-energy, senior faculty who were once vibrant, active, highly-involved, outspoken leaders on this campus seem to have now taken a very low profile. Faculty are burning out, with constantly evolving new initiatives being rolled out so quickly, yet not making any real progress. Many feel that we are asked to go through the motions in order to "check off the boxes", but wonder if there is genuine intent in truly implementing change, solving problems, [sic] making improvements. It is easy to wonder, who are we really working for -- the students? Or the system? Also -- it appears that a HUGE amount of money is spent on new projects, initiatives, including travel, conferences, training, planning sessions, etc. -- supposedly to learn and develop new strategies to recruit, retain, and matriculate students, so we can count them as successes. Yet, how much of that actually trickles down to the students themselves? If more of that money was actually spent DIRECTLY on students in a meaningful way (financial assistance, classroom equipment, tools, supplies, laptops, technology support, services, etc.) it would no doubt positively impact enrollment and completion numbers.*

Suggestions

- *Bullying and a negative culture is prevalent on our campus, however nothing is done to discipline those who do the bullying. Sure there is a "civility task force," but they seem to be more for show than anything. We all signed a civility pledge, but honestly it meant nothing.*
- *Need civility and professionalism within faculty. Need better maternity support. Need more support for faculty with children. Encourage and support work/life balance and implement values of aloha and ohana.*
- *Newer faculty need to feel encouraged to try out new, research-based ideas, without feeling held back by more seasoned faculty, or being felt like their tenure/promotion is being threatened.*
- *Professional development opportunities for investigator-generated, extramurally-funded PIs [sic] should be addressed. RTRF should be returned in full to generating PIs who lack any other institutional support. The current regressive situation penalizes "soft money" PIs [sic] despite their level of loyal service to UH in the generation of RTRFs [sic] while costing the university nothing in terms of salary and start up support. [sic]*
- *Things UH could do to make Lecturer life a little better: (1) Take Federal Social Security out of our paychecks automatically (if McDonald's can do that, why can't this University?), (2) Have the Lecturer paygrades (A-B-C) be determined by HR, not each individual department, (3) Recognition 1: ensure that all depts [sic] list their (longtime?) Lecturers + all the degrees they have on websites, etc., (4) Recognition 2: list all professors' degrees on their campus directory page, [sic] (5) Mentoring: have TT faculty mentor new lecturers.*
- *Conduct a leaver's survey of retirees and you will probably get to the heart of the matter.*

Equity

- *I'm not blaming anybody in particular, as I greatly respect the people I work with. Yet I would like to express that there is inadequate representation of instructional faculty who are people of color in my field. The percentage of tenured faculty of color in my division is equally dismal. Given that Hawaii [sic] is one of only a handful of minority-majority states, is it possible that I am one of the few qualified people of color to have applied for a position in my field? Why are faculty of color concentrated in the trades? This is a problematic hierarchy.*
- *Sexism is still alive and well at the university, and sexual harassment and assault is still a problem. There needs to be better inclusion on all fronts...trans-friendly bathrooms, lactation spaces, and better access and respect for those with disabilities. I had a blind student tell me HORRIFYING stories of how she's been treated by professors, students, and administrators at this university. She's an accomplished and brilliant student that was humiliated and held back at every turn (yet managed to fight through and succeed, despite the prejudice she experienced).*
- *The amount of busy work that faculty (primarily female) are expected to do--busy work that could be done by a paid undergrad assistant--is ridiculous and demeaning. It's essentially domestic work while male colleagues beg off, stating they are too busy. Therefore, they move ahead in their research while the women are stuck taking care of the minutiae that keep the programs running. I'm deeply upset with the condoned sexism at UH.*

Institutional support

- *I am very disappointed that I do not have access to the most basic technical support and space use aspects of my discipline, even when I have been highly productive in grants in my field within my job description. I see high inequity between Colleges for research support. Additionally, I have been assigned vastly more administrative duties than other staff since I show capacity for success in managing labs, buildings and facilities.*
- *I love what I do and being of service to my community but I feel like I could do so much more with my job if I wasn't bogged down in inefficient administrative and fiscal requirements and requests. More administrative support would be helpful.*
- *My primary reason for dissatisfaction is that my research is not supported in scarcely any way. I have no research funds, limited and competitive access to grants within the university, and a heavier teaching load than many others at [Campus]. The result is that I can not pursue my research goals. The university should re-evaluate how it allocates research funding to [Department] faculty. We can not be expected to pursue our research entirely without support.*

Financial issues

- *I feel completely worn down by the low salary compared to cost of living and the administrative support (particularly grant support) compared to other institutions. I have had a few job interviews on the mainland and am considering taking a lower ranked position (i.e., Associate Professor instead of Full) because, due to salary compression and cost of living, I would make more money, have a higher standard of living, and be able to save for retirement.*
- *Our starting salaries are not competitive, especially when taking into account the high cost of living. My family and I cannot afford to buy a house.*
- *Too much reliance on a handful of faculty for college service - this takes its toll over the years. I entered to teach, not to make up for gaps in administration due to lack of funding and/or expertise. This combined with a huge cost of housing toll on faculty - despite a generous retirement package - will in the long run hurt the system's ability to attract and retain faculty. Much more work is needed to help faculty own and afford homes in Hawaii [sic].*

Feeling valued & supported

- *Adjunct lecturers are taken advantage of. We have poor pay, no parking, no benefits, no certainty or contract renewal and are under-appreciated by the school in general. I think more efforts should be made to offer adjuncts full time positions. The students do not benefit by teachers that are not fully committed to the school.*
- *The type of job I do is wonderful, but the people around me make it challenging to enjoy work. Some of our administrators seem to reward employees who DO NOT use proper protocol or procedures and they seem to feel that a quick fix is more beneficial than real change.*

Workload

- *Any discontent is the result of too much committee & bureaucracy work, taking away from instruction. The same is true for seeking outside funding (grant writing) to support instructional programs and support services.*
- *Community colleges do apprenticeship and trade focus well: We are actually on the floor with our students, and work hard to help them move toward goals at their needed pace while providing them with supports that come in many forms. Our workload of 27 credits is soul crushing along with all the other responsibilities we have such as committee work and community work (not to mention service to the campus). Funding has been taken away little by little and programs are surviving on fumes or the generosity of the faculty who are willing to use their own funds to make things work. Work should not require us to purchase materials for the classroom, let alone our programs and labs.*

Miscellaneous

- *Extra-curricular expectations (e.g. SLO assessment, compliance with student services requests for student intervention, [sic] expectations to participate in top down initiatives like "achieving the dream" and "agree to degree") are worthless and out of control.*
- *Overall I have really enjoyed the past 22 years working for UH. I am concerned however that there seems to be less interest in the quality of the degrees we are administering then [sic] to the quantity. I feel that political and financial influences have clouded many important decisions being made for faculty, staff and students*
- *The UH system relies too heavily on lecturers who get paid very little. There is also too much emphasis on administration and not enough on teaching.*

Facilities

- *My biggest disappointment at UH has been the utter failure of Facilities to conduct a renovation project that had "getting a good value for the taxpayers money" a [sic] working priority.*
- *We need updated facilities and assurance of our campus existence[sic].*

Appendix A. Number of Responses and Percentages by Respondents' Locus of Appointment

Campus and Locus of Appointment	Number of Respondents	Percent of Respondents
Mānoa	571	100.0
College of Arts & Sciences		
Arts & Humanities	54	9.5
Lang, Ling, & Lit	64	11.2
Natural Sciences	45	7.9
Social Sciences	50	8.8
School of Architecture	7	1.2
Shidler College of Business	17	3.0
College of Education	50	8.8
College of Engineering	12	2.1
College of Tropical Ag & HR	51	8.9
Hawaiʻinuiākea School of Hawaiian Knowledge	9	1.6
Institute for Astronomy	6	1.1
William S. Richardson School of Law	8	1.4
John A. Burns School of Medicine	41	7.2
School of Nursing and Dental Hygiene	12	2.1
School of Ocean & Earth Science and Tech	46	8.1
School of Pacific & Asian Studies	9	1.6
Myron B. Thompson School of Social Work	17	3.0
School of Travel Industry Management	3	0.5
Outreach College	5	0.9
Library Services	20	3.5
Academic Affairs/Services/Support	11	1.9
Student Affairs/Services/Support	12	2.1
Other	8	1.4
Blank	14	2.5

Campus and Locus of Appointment	Number of Respondents	Percent of Respondents
Hilo	82	100.0
College of Agriculture, Forestry, & Natural Res Mgmt	4	4.9
College of Arts & Sciences		
Arts & Humanities	12	14.6
Natural Sciences	11	13.4
School of Nursing	3	3.7
Social Sciences	15	18.3
College of Business and Economics	2	2.4
Ka Haka ʻUla O Keʻelikōlani	3	3.7
College of Continuing Education and Community Service	1	1.2
College of Pharmacy	18	22.0
Academic Affairs/Services/Support	2	2.4
Student Affairs/Services/Support	4	4.9
Other	4	4.9
Blank	3	3.7
West Oʻahu	63	100.0
Education	5	7.9
Humanities	14	22.2
Public Administration	8	12.7
Business Administration	10	15.9
Social Sciences	9	14.3
Academic Affairs/Services/Support	4	6.3
Student Affairs/Services/Support	8	12.7
Other	1	1.6
Blank	4	6.3
UH Community Colleges	419	100.0
Hawaiian Studies	6	1.4
Liberal Arts	108	25.8
Natural Sciences	56	13.4
Social Sciences	28	6.7
Business Education	17	4.1
Food Services	7	1.7
Health Services	39	9.3
Public Services	1	0.2
Technology	21	5.0
Other Career and Technical Education	20	4.8
Office of Continuing Education and Training	6	1.4
Academic Affairs/Services/Support	32	7.6
Student Affairs/Services/Support	39	9.3
Other	22	5.3
Blank	17	4.1

Appendix B: Quality of Faculty Worklife Statements for Total Faculty Respondents: Means and Standard Deviations by Campus

	Overall Total		UHM	UHH	UHOWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Professional Worklife													
1. I feel appreciated for my work.	1,134	3.32 1.26	3.24 1.26	3.07 1.31	3.63 1.21	3.44 1.24	2.94 1.26	3.20 1.26	3.36 1.22	3.43 1.14	3.62 1.32	3.67 1.10	4.09 0.98
2. I am enthusiastic about my work.	1,124	4.35 0.92	4.32 0.92	4.24 1.05	4.56 0.89	4.38 0.89	4.23 1.02	4.42 0.77	4.22 0.94	4.35 0.76	4.43 1.05	4.54 0.69	4.53 0.81
3. I am intellectually stimulated by my work.	1,124	4.32 0.92	4.34 0.90	4.23 1.00	4.44 0.95	4.28 0.91	4.09 1.08	4.29 0.87	4.15 0.88	4.22 0.78	4.31 1.00	4.52 0.87	4.44 0.77
4. I enjoy my faculty position.	1,112	4.08 1.05	3.98 1.10	3.99 0.99	4.27 0.98	4.21 0.99	3.87 0.98	4.09 1.01	4.00 1.13	4.27 0.80	4.37 0.94	4.52 0.79	4.56 0.85
5. I share a common purpose with my colleagues.	1,123	3.76 1.10	3.61 1.10	3.33 1.21	4.00 1.08	4.01 1.00	3.74 1.22	3.77 1.11	3.94 1.02	3.98 0.83	4.22 0.92	4.18 0.83	4.36 0.77
6. I have sufficient autonomy in my work.	1,127	4.18 0.96	4.16 0.99	3.98 0.99	4.46 0.75	4.20 0.93	3.74 1.17	4.17 1.00	4.20 0.90	4.19 0.66	4.22 0.98	4.41 0.71	4.47 0.81
7. My work responsibilities are well-balanced.	1,122	3.21 1.26	3.13 1.26	3.23 1.19	3.56 1.24	3.27 1.27	2.74 1.30	3.32 1.19	2.95 1.23	2.98 1.22	3.56 1.21	3.54 1.15	4.03 1.18
8. My undergraduate teaching load is appropriate.	796	3.55 1.16	3.58 1.09	3.61 1.06	4.04 1.05	3.41 1.27	2.97 1.36	3.54 1.14	3.01 1.29	3.29 1.19	3.63 1.21	3.63 1.20	4.07 1.02
9. My graduate teaching load is appropriate. *	438	3.73 1.02	3.71 1.06	3.82 0.88									
10. Committee load is evenly distributed in my unit.	956	2.91 1.23	2.83 1.22	2.59 1.29	3.22 1.20	3.04 1.21	2.95 1.18	2.87 1.20	2.93 1.24	2.76 1.10	2.96 1.24	3.52 1.08	3.61 1.04
11. Advising load is evenly distributed in my unit.	739	3.07 1.21	2.96 1.20	3.00 1.35	3.60 1.07	3.20 1.16	3.19 1.18	3.08 1.14	3.05 1.18	2.96 1.00	3.09 1.24	3.88 0.86	3.50 1.07
12. Service to my campus is rewarding for me.	1,085	3.72 1.09	3.56 1.11	3.56 1.06	3.88 1.17	3.95 1.01	3.74 1.06	3.79 1.06	3.75 0.99	4.03 0.91	4.05 0.96	4.34 0.88	4.15 0.99
13. Service to the community is rewarding for me.	1,070	4.29 0.85	4.22 0.89	4.29 0.87	4.44 0.73	4.35 0.81	4.16 0.87	4.41 0.76	4.28 0.83	4.53 0.55	4.36 0.82	4.48 0.81	4.22 0.86
14. Consulting opportunities are available to me.	857	3.03 1.24	2.96 1.22	2.89 1.20	3.20 1.26	3.15 1.25	2.94 1.15	2.98 1.25	2.95 1.18	3.19 1.36	3.45 1.33	3.44 1.15	3.18 1.30
15. I have adequate access to the technologies I need to do my work.	1,118	3.40 1.22	3.30 1.23	3.33 1.15	3.39 1.34	3.56 1.19	3.15 1.27	3.07 1.27	3.61 1.10	3.67 1.14	3.97 1.08	3.52 1.13	4.13 0.93
16. My physical work environment is pleasant.	1,119	3.42 1.28	3.19 1.32	3.41 1.31	4.10 0.90	3.64 1.18	3.34 1.23	3.15 1.33	3.57 1.21	3.88 0.86	3.78 1.13	3.88 0.91	4.24 1.00
17. I have not experienced abuse of authority at work.	1,114	3.31 1.49	3.32 1.48	3.10 1.56	3.05 1.56	3.36 1.47	3.00 1.50	3.32 1.36	3.08 1.40	3.37 1.59	3.42 1.56	3.67 1.48	4.03 1.13
18. I feel safe from violence (physical and/or emotional) in my work setting.	1,118	3.77 1.29	3.83 1.29	3.71 1.31	3.79 1.35	3.69 1.28	3.34 1.36	3.69 1.23	3.46 1.29	3.63 1.36	3.71 1.36	3.97 1.13	4.34 0.69
19. I have not experienced prejudice, discrimination, racism or homophobia at work.	1,115	3.45 1.41	3.45 1.42	3.32 1.42	3.10 1.56	3.53 1.38	3.04 1.49	3.26 1.37	3.46 1.27	3.53 1.47	3.72 1.40	3.77 1.27	4.16 1.12
20. I feel free to stand up/speak out against prejudice, discrimination, racism, homophobia, etc.	1,113	3.62	3.66	3.45	3.44	3.62	3.26	3.44	3.49	3.66	3.63	3.95	4.16

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
		1.30	1.26	1.33	1.43	1.31	1.31	1.36	1.25	1.32	1.36	1.21	1.06
21. I have not heard ethnic, sexual, gender or religious slurs directed to others at work.	1,117	3.55 1.35	3.53 1.38	3.37 1.40	3.28 1.54	3.65 1.26	3.55 1.38	3.26 1.33	3.48 1.20	3.37 1.39	3.78 1.16	4.16 1.05	4.27 0.90
22. There is no bullying in the work environment.	1,119	3.02 1.43	3.01 1.40	3.00 1.48	2.82 1.51	3.07 1.43	2.71 1.39	2.76 1.36	2.86 1.35	2.80 1.53	3.29 1.48	3.62 1.32	3.67 1.27
23. I do not have to worry about someone taking credit for my work.	1,116	3.33 1.31	3.36 1.30	3.10 1.45	3.43 1.30	3.31 1.30	3.13 1.21	3.12 1.30	3.08 1.17	3.22 1.32	3.49 1.37	3.60 1.36	3.88 1.15
24. Secretive meetings behind closed doors do not happen in my unit.	1,071	2.82 1.38	2.73 1.32	2.59 1.54	2.85 1.31	2.97 1.41	2.74 1.42	2.83 1.39	2.68 1.31	2.72 1.34	3.06 1.49	3.32 1.38	3.94 1.03
25. People in my unit do not intentionally exclude others from activities.	1,099	3.02 1.39	2.97 1.36	2.81 1.51	3.02 1.38	3.14 1.40	3.02 1.42	3.03 1.40	2.90 1.34	2.83 1.30	3.27 1.52	3.41 1.35	3.85 1.10
26. People at work do not circumvent the normal grievance process (go over someone's head).	1,038	3.11 1.28	3.14 1.25	2.87 1.29	3.04 1.32	3.12 1.32	2.80 1.36	2.82 1.26	2.85 1.20	2.92 1.34	3.49 1.31	3.51 1.29	3.85 1.08
27. I do not fear retaliation at work.	1,113	3.08 1.43	3.10 1.41	2.96 1.50	2.97 1.38	3.10 1.43	2.70 1.40	2.93 1.40	2.91 1.36	3.05 1.48	3.15 1.53	3.43 1.35	4.00 1.10
28. The reputation of UH is an asset to me.	1,097	3.58 1.13	3.41 1.16	3.31 1.17	3.82 1.17	3.84 1.03	3.37 1.20	3.71 0.97	3.63 1.03	3.80 0.93	4.05 1.01	4.34 0.77	4.09 0.88
Reward/Evaluation System													
30. My campus rewards teaching.	1,036	3.25 1.19	3.04 1.14	3.16 1.20	3.84 1.17	3.44 1.20	2.74 1.35	2.95 1.27	3.36 1.08	3.49 1.03	3.92 1.11	3.71 1.05	4.07 0.77
31. My campus rewards research/scholarship.	988	3.45 1.20	3.71 1.18	3.21 1.18	3.47 1.01	3.06 1.17	2.62 1.19	3.02 1.18	3.09 1.16	2.97 1.25	3.18 1.18	3.14 1.13	3.35 0.92
32. My campus rewards service.	1,069	3.09 1.17	2.83 1.11	2.83 1.12	3.54 1.11	3.44 1.15	2.95 1.15	3.04 1.21	3.37 1.06	3.45 1.05	3.86 1.19	3.59 1.06	4.03 0.76
33. I am provided appropriate feedback at contract renewal time.	863	3.32 1.20	3.24 1.21	3.09 1.16	3.55 1.21	3.44 1.18	3.05 1.26	3.26 1.11	3.35 1.13	3.34 1.27	3.70 1.24	3.68 0.97	3.76 1.07
34. The process for tenure is fair.	898	3.28 1.12	3.34 1.12	3.06 1.03	3.31 1.14	3.24 1.13	2.43 1.28	3.34 0.99	3.12 1.01	3.09 1.16	3.59 1.09	3.51 1.07	3.58 0.93
35. The process for promotion is fair.	927	3.20 1.15	3.23 1.17	3.01 1.10	3.39 1.11	3.18 1.14	2.49 1.24	3.19 1.04	3.11 1.01	3.11 1.12	3.22 1.29	3.54 1.02	3.57 0.98
36. Post tenure review is useful.	676	3.01 1.20	3.02 1.19	2.83 1.26	3.14 1.48	3.03 1.15	2.89 1.17	2.80 1.17	2.83 1.07	2.77 1.09	3.26 1.33	3.51 0.83	3.42 0.99
Collegial Relations													
37. I have good relations with my chair.	1,061	3.96 1.21	3.91 1.21	3.78 1.29	4.31 1.17	4.01 1.18	3.88 1.06	3.90 1.25	3.95 1.30	4.18 1.06	3.88 1.33	4.30 0.82	4.16 0.91
38. I receive support for my career from my chair.	1,047	3.69 1.33	3.62 1.33	3.53 1.47	4.10 1.34	3.75 1.28	3.60 1.24	3.55 1.35	3.68 1.37	3.88 1.22	3.73 1.37	4.04 1.04	3.97 1.00
39. My social fit with my department/unit is good.	1,115	3.82 1.08	3.73 1.06	3.67 1.24	4.19 0.90	3.92 1.07	3.76 1.11	3.83 1.16	3.82 1.08	3.88 1.02	4.04 1.16	4.12 0.87	4.09 0.92
40. My intellectual fit with my department/unit is good.	1,117	3.88	3.78	3.65	4.13	4.02	3.61	4.07	3.95	4.05	4.09	4.22	4.18

	Overall Total		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
		1.10	1.10	1.27	1.10	1.02	1.15	1.05	0.97	0.91	1.09	0.85	0.98
41. Relations within my department/unit are collegial.	1,118	3.74 1.18	3.64 1.20	3.67 1.24	3.88 1.27	3.87 1.11	3.79 1.24	3.71 1.18	3.67 1.13	3.73 1.06	4.06 1.15	4.08 0.94	4.26 0.74
42. Relations among faculty on my campus are collegial.	1,106	3.68 1.02	3.60 0.95	3.45 1.12	3.76 1.20	3.83 1.03	3.49 1.09	3.66 1.01	3.62 1.05	3.50 1.14	4.16 1.04	4.19 0.68	4.32 0.63
Faculty Governance													
43. Faculty input at the department level is adequate for academic decisions.	1,018	3.62 1.15	3.60 1.14	3.19 1.36	3.71 1.19	3.70 1.10	3.49 1.26	3.52 1.06	3.66 1.13	3.68 1.03	3.75 1.08	3.93 0.99	4.03 1.02
44. Faculty input at the department level is adequate for budget decisions.	997	3.09 1.21	2.96 1.21	2.92 1.42	3.13 1.19	3.27 1.15	2.75 1.23	3.19 1.22	2.92 1.11	3.47 0.99	3.46 1.10	3.60 0.94	4.00 0.92
45. Faculty input at the department level is adequate for personnel decisions.	1,008	3.34 1.20	3.37 1.20	3.08 1.37	3.44 1.06	3.34 1.18	2.91 1.29	3.23 1.20	3.17 1.19	3.46 1.03	3.60 1.09	3.52 1.07	3.65 1.15
46. Faculty input at the college/unit level is adequate for academic decisions.	997	3.22 1.15	3.08 1.11	2.91 1.31	3.60 1.11	3.40 1.13	3.14 1.28	3.18 1.14	3.30 1.08	3.24 1.18	3.60 1.10	3.64 0.93	3.88 0.99
47. Faculty input at the college/unit level is adequate for budget decisions.	988	2.68 1.18	2.47 1.09	2.40 1.28	2.80 1.14	3.00 1.19	2.53 1.23	2.87 1.22	2.56 1.08	3.03 1.22	3.33 1.08	3.38 0.96	3.81 0.98
48. Faculty input at the college/unit level is adequate for personnel decisions.	987	2.86 1.18	2.73 1.14	2.54 1.27	3.07 1.09	3.06 1.19	2.69 1.30	2.94 1.23	2.64 1.06	3.18 1.10	3.48 1.12	3.33 1.06	3.50 1.15
49. Faculty input at the university level is adequate for academic decisions.	943	2.84 1.14	2.70 1.08	2.54 1.21	3.11 1.18	3.07 1.15	2.92 1.31	2.86 1.15	2.70 1.07	3.14 1.10	3.36 1.09	3.42 0.96	3.38 1.19
50. Faculty input at the university level is adequate for budget decisions.	948	2.43 1.10	2.21 1.02	2.19 1.09	2.56 1.12	2.77 1.11	2.25 1.13	2.49 1.06	2.41 0.96	2.94 1.08	3.14 1.08	3.15 1.01	3.40 1.02
51. Faculty input at the university level is adequate for personnel decisions.	942	2.65 1.13	2.51 1.07	2.31 1.20	2.92 1.14	2.87 1.13	2.52 1.24	2.69 1.14	2.57 1.07	2.94 1.00	3.19 1.12	3.22 1.00	3.23 1.05
52. Protection of academic freedom is ensured.	1,031	3.48 1.00	3.41 0.97	3.22 1.08	3.59 1.17	3.61 0.98	3.56 1.06	3.52 1.01	3.49 0.87	3.50 0.95	3.81 1.08	3.69 0.95	3.84 0.85
Personal Factors													
53. My housing is adequate for my needs.	1,018	3.58 1.27	3.40 1.32	3.94 1.15	3.72 1.31	3.74 1.17	3.79 0.99	3.60 1.32	3.75 1.14	3.78 1.25	3.95 1.11	3.70 1.09	3.64 1.17
54. My standard of living is adequate.	1,099	3.32 1.28	3.17 1.32	3.74 1.17	3.37 1.28	3.45 1.20	3.32 1.11	3.33 1.36	3.51 1.14	3.33 1.40	3.65 1.04	3.40 1.17	3.48 1.10
55. I am satisfied with my current salary.	1,122	2.78 1.30	2.65 1.32	3.00 1.29	2.70 1.35	2.93 1.24	2.77 1.36	2.77 1.27	2.91 1.20	3.10 1.31	3.25 1.10	2.73 1.18	3.03 1.22
56. Fringe benefits meet my needs.	1,037	3.29 1.19	3.26 1.25	3.36 1.08	3.13 1.30	3.34 1.12	3.18 1.10	3.11 1.22	3.39 1.01	3.45 1.23	3.52 1.03	3.35 1.12	3.32 1.09
57. Retirement benefits meet my expectations.	1,031	3.20 1.16	3.18 1.22	3.25 1.01	2.90 1.26	3.26 1.10	2.96 0.95	3.26 1.20	3.28 1.01	3.65 1.05	3.36 1.10	3.27 1.12	2.97 1.12

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
58. Health benefits meet my expectations.	1,051	3.40 1.16	3.42 1.19	3.38 1.09	3.30 1.32	3.39 1.10	3.14 1.05	3.37 1.23	3.43 0.96	3.59 1.08	3.53 1.06	3.37 1.16	3.20 1.17
Support Services													
59. Library resources are adequate to support my work.	1,073	3.72 1.10	3.59 1.12	3.43 1.21	3.74 1.14	3.96 0.99	3.28 1.13	4.06 0.96	3.98 0.95	3.73 0.92	4.19 0.77	4.02 1.03	4.31 0.85
60. Research support services are sufficient.	958	3.15 1.20	2.99 1.17	2.62 1.27	3.27 1.34	3.53 1.10	2.92 1.12	3.36 1.26	3.52 1.02	3.68 1.00	3.91 0.82	3.54 1.06	3.92 1.08
61. Instructional support services are adequate.	1,027	3.53 1.06	3.39 1.03	3.25 1.18	3.68 1.13	3.76 1.00	3.49 0.90	3.45 1.12	3.72 1.02	3.89 0.82	4.16 0.75	3.67 0.98	4.06 1.12
62. Technological support services are adequate.	1,105	3.45 1.17	3.23 1.15	3.21 1.19	3.78 1.14	3.74 1.12	3.43 1.16	3.09 1.28	3.93 1.01	3.83 1.04	4.02 0.92	3.74 1.05	4.29 0.86
63. Facilities are repaired & maintained.	1,114	2.61 1.29	2.19 1.15	2.60 1.20	4.13 0.99	2.98 1.24	2.64 1.28	2.87 1.23	2.49 1.08	3.71 0.99	3.55 1.10	2.92 1.24	3.12 1.30
64. Computing facilities meet my needs.	1,071	3.37 1.12	3.22 1.11	3.19 1.14	3.78 1.08	3.55 1.09	3.23 1.10	3.04 1.25	3.54 1.01	3.70 1.05	3.89 0.90	3.52 0.95	4.24 0.91
65. Support for my professional travel is adequate.	1,009	2.76 1.32	2.54 1.29	2.27 1.27	2.83 1.27	3.18 1.28	3.00 1.20	3.00 1.24	2.78 1.26	3.74 1.03	3.66 1.14	3.08 1.40	3.41 1.33
66. Graduate assistant support is available to me.	602	2.44 1.29	2.50 1.32	2.00 1.18	1.90 0.81	2.54 1.18	2.21 1.08	2.67 1.30	2.20 1.03	3.11 1.10	3.08 1.33	2.50 1.00	2.25 0.97
67. I have sufficient clerical support.	1,025	3.04 1.31	2.97 1.30	2.84 1.42	2.60 1.27	3.26 1.29	2.90 1.16	2.89 1.22	3.13 1.30	3.48 1.30	3.89 1.10	3.33 1.28	3.29 1.33
68. Institutional funds for research/scholarship are accessible.	893	2.63 1.19	2.51 1.18	2.30 1.09	2.88 1.11	2.90 1.20	2.45 1.16	2.69 1.18	2.84 1.09	3.30 1.24	3.38 1.11	2.77 1.23	2.96 1.24
69. Access to extramural research funds for research/training is well-supported.	840	2.72 1.19	2.71 1.20	2.42 1.13	2.73 1.13	2.81 1.20	2.46 1.00	2.46 1.23	2.78 1.07	3.00 1.31	3.16 1.04	2.87 1.28	2.96 1.37
70. Opportunities for professional development are supported.	1,078	3.19 1.25	2.94 1.22	2.78 1.21	3.16 1.17	3.60 1.18	3.34 1.20	3.24 1.20	3.38 1.14	3.98 1.00	4.02 1.16	3.59 1.15	4.09 1.03
71. My campus provides adequate support services for students	1,055	3.46 1.11	3.18 1.08	3.52 1.13	3.88 1.10	3.73 1.05	3.34 0.97	3.57 1.21	3.55 0.99	3.85 0.94	4.04 0.90	3.71 1.08	4.38 0.74
Please rate the way you view the advocacy for University faculty by:													
78. Your Department/Division Chair	1,010	3.75 1.43	3.65 1.44	3.47 1.56	4.14 1.19	3.89 1.38	3.88 1.35	3.70 1.52	3.77 1.43	3.91 1.29	3.79 1.52	4.18 1.05	4.38 1.03
79. Your Dean/Director	1,011	3.33 1.41	3.28 1.39	3.19 1.43	3.29 1.41	3.43 1.43	3.18 1.61	3.40 1.38	3.32 1.44	3.18 1.48	3.34 1.40	3.78 1.23	4.06 1.27
80. Your Chancellor	996	3.00 1.33	2.63 1.20	2.29 1.15	3.61 1.26	3.50 1.32	3.09 1.52	3.12 1.31	3.37 1.30	3.56 1.36	3.74 1.20	3.71 1.10	4.28 1.01
81. Other Campus Administrators	958	2.83 1.22	2.60 1.12	2.28 1.06	3.02 1.41	3.19 1.24	3.07 1.35	2.97 1.26	2.87 1.15	3.18 1.34	3.46 1.18	3.49 1.05	3.77 1.09
82. Campus Faculty Senate/Congress	990	3.53 1.16	3.36 1.15	3.08 1.23	4.00 1.09	3.78 1.09	3.71 1.02	3.17 1.21	3.81 0.94	3.90 0.96	3.92 1.06	4.20 1.08	4.00 1.06
83. University President	968	2.82 1.25	2.57 1.22	2.22 1.08	2.84 1.16	3.29 1.19	2.85 1.24	3.15 1.21	3.00 1.15	3.57 1.15	3.67 1.12	3.42 0.86	3.69 1.26

	Overall Total		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
84. Vice President for Community Colleges	587	2.90 1.27	2.69 1.16	2.61 1.09	2.65 1.19	3.04 1.32	2.75 1.26	2.54 1.42	2.60 1.25	3.42 1.33	3.36 1.20	3.43 1.11	3.81 0.95
85. System Administrators	876	2.59 1.17	2.35 1.11	2.21 1.06	2.50 1.14	2.96 1.16	2.64 1.29	2.61 1.21	2.67 0.99	3.34 1.11	3.23 1.07	3.18 1.02	3.47 1.15
86. Board of Regents	933	2.45 1.18	2.14 1.09	2.10 1.08	2.65 1.16	2.91 1.14	2.49 1.22	2.83 1.13	2.63 0.96	3.29 1.25	3.07 1.19	3.08 1.00	3.32 1.12
87. Legislature	978	2.19 1.12	1.90 1.04	2.25 1.14	2.29 1.15	2.56 1.12	2.35 1.11	2.34 1.05	2.28 1.00	3.14 1.34	2.64 1.09	2.80 1.00	2.74 1.08
88. Governor	969	2.14 1.10	1.93 1.04	2.03 1.05	2.12 1.05	2.44 1.13	2.18 1.09	2.30 1.00	2.26 1.04	2.61 1.33	2.68 1.19	2.52 1.06	2.71 1.13
89. Collective Bargaining Unit	1,003	3.86 1.19	3.82 1.21	3.41 1.26	4.09 1.06	3.98 1.13	3.81 1.26	3.86 1.13	3.78 1.23	3.86 1.19	4.13 1.10	4.41 0.75	4.13 0.91
Please rate the confidence you have in the leadership exhibited by:													
90. Your Department/Division Chair	1,029	3.70 1.48	3.57 1.51	3.46 1.62	4.12 1.28	3.85 1.41	3.81 1.40	3.71 1.53	3.66 1.39	4.00 1.33	3.78 1.58	4.18 1.10	4.23 1.17
91. Your Dean/Director	1,036	3.33 1.42	3.28 1.43	3.08 1.45	3.35 1.41	3.43 1.40	3.15 1.51	3.48 1.43	3.23 1.35	3.31 1.51	3.30 1.43	3.73 1.21	4.23 1.07
92. Your Chancellor	1,020	3.08 1.37	2.73 1.23	2.32 1.19	3.69 1.31	3.56 1.36	3.09 1.53	3.24 1.35	3.32 1.32	3.55 1.38	3.88 1.28	3.80 1.23	4.45 0.92
93. Other Campus Administrators	987	2.82 1.20	2.56 1.11	2.24 1.04	3.14 1.23	3.20 1.20	2.90 1.29	2.91 1.17	2.87 1.03	3.37 1.26	3.56 1.16	3.26 1.15	4.06 0.90
94. Campus Faculty Senate	1,002	3.30 1.15	3.04 1.09	2.85 1.23	3.96 1.27	3.63 1.07	3.57 1.03	3.17 1.10	3.54 0.95	3.74 1.02	3.78 1.08	3.98 1.01	3.88 1.12
95. University President	991	2.92 1.26	2.65 1.26	2.22 1.10	3.10 1.21	3.40 1.13	3.05 1.26	3.35 1.14	3.11 1.11	3.68 1.04	3.70 1.09	3.41 0.95	3.79 1.09
96. Vice President for Community Colleges	605	2.94 1.25	2.73 1.20	2.49 1.01	3.05 1.12	3.08 1.29	2.82 1.24	2.66 1.45	2.68 1.16	3.44 1.26	3.44 1.24	3.37 1.14	3.73 0.96
97. System Administrators	912	2.62 1.14	2.42 1.10	2.16 1.00	2.62 1.04	2.96 1.15	2.61 1.25	2.63 1.18	2.70 0.99	3.26 1.19	3.21 1.06	3.23 1.05	3.48 1.07
98. Board of Regents	957	2.48 1.15	2.17 1.09	2.14 1.04	2.82 1.10	2.92 1.11	2.54 1.22	2.79 1.07	2.75 0.97	3.22 1.20	3.15 1.15	2.94 0.99	3.30 1.00
99. Legislature	989	2.21 1.11	1.94 1.03	2.27 1.09	2.43 1.05	2.54 1.12	2.38 1.21	2.37 1.10	2.29 1.02	3.05 1.06	2.70 1.04	2.67 1.06	2.68 1.23
100. Governor	981	2.15 1.11	1.96 1.06	1.99 1.02	2.23 1.15	2.42 1.13	2.12 1.17	2.27 1.07	2.32 1.04	2.65 1.19	2.74 1.15	2.38 1.06	2.52 1.22
101. Collective Bargaining Unit	1,013	3.65 1.20	3.60 1.20	3.23 1.24	3.78 1.19	3.77 1.18	3.63 1.26	3.86 1.15	3.53 1.21	3.63 1.29	3.84 1.09	4.12 1.10	3.94 1.06
Please rate the contribution to creating a campus culture of civility and collaboration provided by:													
102. Your Department/Division Chair	1,007	3.73 1.46	3.64 1.49	3.38 1.61	4.12 1.25	3.85 1.39	3.70 1.36	3.68 1.48	3.75 1.40	3.94 1.35	3.70 1.54	4.27 1.05	4.21 1.19
103. Your Dean/Director	1,012	3.48 1.40	3.43 1.42	3.34 1.46	3.61 1.35	3.57 1.37	3.25 1.46	3.58 1.35	3.55 1.38	3.34 1.51	3.37 1.41	3.85 1.15	4.27 0.96
104. Your Chancellor	979	3.26 1.31	2.98 1.22	2.62 1.17	3.78 1.22	3.63 1.33	3.18 1.45	3.25 1.36	3.50 1.37	3.62 1.36	3.90 1.27	3.91 1.04	4.43 0.80

	Overall Total		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Subtotal Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
105. Other Campus Administrators	949	3.01 1.21	2.80 1.13	2.50 1.08	3.29 1.25	3.31 1.23	3.02 1.42	3.13 1.23	3.07 1.17	3.40 1.32	3.62 1.20	3.46 0.99	3.83 1.08
106. Campus Faculty Senate	962	3.31 1.11	3.06 1.04	2.92 1.17	3.78 1.23	3.62 1.04	3.48 1.12	3.26 1.12	3.60 0.86	3.35 1.15	3.75 0.99	4.00 0.89	4.00 1.08
107. University President	942	3.07 1.23	2.92 1.24	2.42 1.16	3.16 1.20	3.38 1.16	2.88 1.33	3.31 1.19	3.18 1.11	3.65 1.14	3.63 1.12	3.53 0.84	3.67 1.19
108. Vice President for Community Colleges	583	2.96 1.23	2.83 1.16	2.41 1.06	3.06 1.00	3.07 1.28	2.66 1.28	2.69 1.39	2.84 1.26	3.38 1.23	3.41 1.17	3.40 1.08	3.50 1.05
109. System Administrators	859	2.76 1.15	2.61 1.11	2.32 1.05	2.81 1.10	3.02 1.16	2.80 1.27	2.74 1.25	2.83 1.01	3.25 1.28	3.24 1.09	3.24 1.00	3.32 1.16
110. Board of Regents	882	2.62 1.16	2.40 1.13	2.24 1.04	2.89 1.14	2.94 1.13	2.65 1.32	2.89 1.09	2.66 0.94	3.31 1.10	3.05 1.17	3.13 1.06	3.24 1.21
111. Collective Bargaining Unit	937	3.46 1.19	3.36 1.20	2.97 1.07	3.76 1.15	3.65 1.15	3.28 1.30	3.75 1.16	3.44 1.13	3.57 1.23	3.67 0.97	4.13 1.07	3.93 0.98
Please rate the contribution to open and transparent campus communications made by:													
112. Your Department/Division Chair	994	3.68 1.49	3.57 1.53	3.34 1.62	4.19 1.25	3.82 1.41	3.76 1.31	3.67 1.50	3.70 1.49	3.88 1.35	3.64 1.50	4.16 1.14	4.32 1.14
113. Your Dean/Director	996	3.24 1.45	3.14 1.44	3.24 1.54	3.15 1.44	3.39 1.42	3.20 1.45	3.28 1.46	3.27 1.47	3.17 1.50	3.27 1.38	3.73 1.17	4.29 1.10
114. Your Chancellor	982	2.99 1.34	2.68 1.21	2.33 1.22	3.53 1.33	3.39 1.35	3.07 1.58	3.02 1.34	3.33 1.28	3.50 1.37	3.58 1.25	3.42 1.27	4.30 0.90
115. Other Campus Administrators	941	2.74 1.23	2.48 1.16	2.20 1.10	3.13 1.29	3.11 1.21	2.81 1.22	2.82 1.12	2.92 1.09	3.28 1.36	3.35 1.25	3.20 1.11	3.77 1.12
116. Campus Faculty Senate	966	3.48 1.18	3.25 1.14	3.03 1.28	4.04 1.23	3.76 1.10	3.85 1.16	3.25 1.08	3.78 0.98	3.70 1.08	3.79 1.08	3.96 1.10	4.33 0.98
117. University President	948	2.83 1.26	2.58 1.23	2.20 1.15	2.94 1.24	3.26 1.17	2.73 1.24	3.17 1.27	3.05 1.11	3.57 1.05	3.44 1.11	3.35 0.96	3.90 1.12
118. Vice President for Community Colleges	583	2.81 1.25	2.56 1.18	2.43 1.08	2.94 0.97	2.96 1.29	2.70 1.14	2.60 1.47	2.61 1.19	3.33 1.27	3.20 1.22	3.16 1.15	3.75 1.06
119. System Administrators	865	2.54 1.16	2.30 1.11	2.16 1.03	2.70 1.09	2.89 1.15	2.54 1.17	2.55 1.22	2.70 1.01	3.32 1.22	3.00 1.11	3.10 1.02	3.50 1.00
120. Board of Regents	880	2.44 1.16	2.14 1.11	2.23 1.12	2.67 1.16	2.83 1.11	2.62 1.22	2.74 1.09	2.61 0.98	3.12 1.16	2.90 1.08	2.88 1.06	3.32 1.22
121. Collective Bargaining Unit	944	3.56 1.18	3.50 1.19	3.10 1.15	3.58 1.17	3.72 1.14	3.35 1.17	3.83 1.07	3.56 1.10	3.92 1.06	3.65 1.15	3.92 1.20	4.11 1.01
Please rate the contribution to fostering a campus environment that honors the culture of Native Hawaiian/indigenous populations made by:													
122. Your Department/Division Chair	908	3.70 1.30	3.56 1.34	3.46 1.31	4.13 1.00	3.85 1.26	3.67 1.27	3.96 1.28	3.71 1.26	3.74 1.20	3.49 1.44	4.29 0.96	4.41 0.91
123. Your Dean/Director	925	3.64 1.27	3.52 1.30	3.38 1.18	3.91 1.19	3.82 1.24	3.56 1.19	3.90 1.17	3.91 1.25	3.41 1.37	3.40 1.32	4.14 0.99	4.61 0.67
124. Your Chancellor	934	3.71 1.20	3.25 1.19	3.24 1.06	4.55 0.80	4.20 1.01	3.93 1.14	4.15 1.01	4.06 1.06	4.26 0.98	4.08 1.01	4.66 0.61	4.34 0.96
125. Other Campus Administrators	890	3.36	3.01	3.16	3.96	3.71	3.54	3.84	3.60	3.55	3.52	3.91	4.32

	Overall Total		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
		1.16	1.17	1.06	0.98	1.05	1.04	1.06	1.01	1.05	1.15	0.95	0.80
126. Campus Faculty Senate	887	3.36 1.16	3.07 1.15	3.11 1.12	3.92 1.17	3.66 1.06	3.68 1.01	3.64 1.03	3.39 1.04	3.27 1.11	3.60 1.07	4.14 0.92	4.28 0.83
127. University President	896	3.43 1.19	3.27 1.21	3.04 1.10	3.63 1.35	3.70 1.10	3.32 1.17	3.89 1.09	3.45 1.13	3.81 1.04	3.82 1.10	3.81 0.98	3.93 0.96
128. Vice President for Community Colleges	574	3.32 1.19	3.08 1.20	3.08 1.05	3.83 1.01	3.45 1.18	3.08 1.17	3.42 1.42	3.03 1.06	3.69 1.11	3.57 1.10	3.78 1.04	3.96 0.92
129. System Administrators	815	3.08 1.17	2.84 1.19	3.09 0.97	3.46 1.13	3.32 1.14	3.19 1.11	3.39 1.28	2.90 0.95	3.54 1.15	3.38 1.14	3.61 1.03	3.48 1.17
130. Board of Regents	840	3.00 1.23	2.76 1.25	3.00 1.06	3.40 1.27	3.24 1.16	2.83 1.18	3.40 1.10	2.93 1.06	3.45 1.23	3.39 1.15	3.44 1.08	3.33 1.31
131. Collective Bargaining Unit	799	3.19 1.18	3.00 1.19	3.11 1.09	3.66 1.24	3.39 1.14	3.13 1.21	3.53 1.11	3.01 1.13	3.35 1.16	3.50 1.02	3.75 1.00	3.67 1.25
Future Plans - By 2020 (two years from today):													
132. How likely are you to leave your current position?	1,118	2.73 1.53	2.88 1.54	2.80 1.36	2.41 1.53	2.54 1.51	2.83 1.48	2.40 1.46	2.69 1.52	2.43 1.45	2.46 1.57	2.54 1.50	2.27 1.48
133. How likely are you to seek another job within the institution or system?	1,115	2.06 1.38	1.94 1.32	2.21 1.39	2.18 1.48	2.17 1.42	2.48 1.57	1.97 1.25	2.27 1.45	2.43 1.33	2.10 1.51	2.05 1.36	1.88 1.35
134. How likely are you to leave the institution?	1,114	2.62 1.48	2.81 1.50	2.78 1.33	2.33 1.49	2.38 1.43	2.83 1.49	2.30 1.42	2.52 1.40	2.40 1.42	2.13 1.38	2.22 1.37	2.32 1.49
135. How likely are you to leave your career/profession?	1,112	1.74 1.19	1.75 1.20	1.75 1.18	1.59 1.15	1.75 1.19	1.89 1.27	1.59 1.06	1.89 1.27	1.74 1.07	1.60 1.15	1.79 1.18	1.74 1.29
Campus - Please indicate your agreement with the following statements about your campus.													
136. There is a sense of community on my campus.	1,106	3.29 1.17	3.07 1.08	3.04 1.25	3.39 1.31	3.63 1.17	3.26 1.13	3.29 1.25	3.34 1.16	3.43 1.16	4.00 1.12	4.03 0.76	4.50 0.85
137. I am loyal to this campus.	1,105	3.84 1.08	3.63 1.09	3.73 0.99	3.95 1.30	4.14 0.97	3.89 1.10	3.92 1.13	3.84 1.06	4.24 0.81	4.35 0.81	4.42 0.62	4.74 0.50
138. My campus is a good place to work.	1,107	3.63 1.10	3.49 1.05	3.43 1.12	3.92 1.19	3.81 1.10	3.26 1.24	3.57 1.14	3.56 1.11	3.57 1.14	4.22 0.90	4.22 0.78	4.56 0.65
139. This campus values the faculty.	1,109	3.09 1.23	2.85 1.16	2.80 1.23	3.44 1.35	3.41 1.22	2.87 1.22	3.00 1.16	3.15 1.17	3.24 1.21	3.86 1.22	3.85 0.86	4.29 0.92
140. This campus supports my scholarly goals.	1,056	3.14 1.20	3.05 1.17	2.88 1.23	3.33 1.35	3.30 1.20	2.90 1.08	2.96 1.17	3.09 1.14	3.34 1.18	3.69 1.15	3.39 1.15	4.06 1.13
141. This is a fair campus.	1,091	3.12 1.19	3.04 1.10	2.95 1.18	3.13 1.40	3.27 1.26	2.89 1.31	2.95 1.19	2.92 1.14	3.17 1.31	3.71 1.30	3.61 1.09	4.09 0.95
142. I am proud to work at this campus.	1,107	3.72 1.10	3.54 1.11	3.33 1.09	3.93 1.18	4.00 1.00	3.76 1.05	3.73 1.19	3.77 1.02	3.98 0.77	4.17 1.00	4.36 0.66	4.64 0.54
143. My access to parking is adequate.	1,025	3.56 1.39	3.06 1.42	3.68 1.30	4.15 1.21	4.07 1.16	3.56 1.39	3.35 1.41	3.95 1.07	4.70 0.51	4.30 0.80	4.40 1.08	4.72 0.51

* Responses from WOA and UHCC were removed due to no graduate teaching at those campuses.

Appendix C: Most Positive Aspects of Faculty Worklife by Major Unit

Item	First Important (%)	Second Important (%)	Third Important (%)	Total (%)
Overall UH				
Q.2. I am enthusiastic about my work.	29.0	9.8	3.9	14.5
Q.3. I am intellectually stimulated by my work.	14.6	15.7	7.0	12.5
Q.6. I have sufficient autonomy in my work.	8.6	13.1	10.1	10.6
Q.4. I enjoy my faculty position.	8.8	9.5	7.6	8.6
Q.1. I feel appreciated for my work.	12.7	2.9	2.0	6.0
UH Manoa				
Q.3. I am intellectually stimulated by my work.	19.0	15.0	7.9	14.0
Q.2. I am enthusiastic about my work.	26.1	9.8	3.0	13.1
Q.6. I have sufficient autonomy in my work.	9.8	13.2	10.6	11.2
UH Hilo				
Q.2. I am enthusiastic about my work.	27.3	5.4	4.1	12.5
Q.3. I am intellectually stimulated by my work.	10.4	17.6	5.5	11.2
Q.6. I have sufficient autonomy in my work.	11.7	8.1	13.7	11.2
UH West Oahu				
Q.2. I am enthusiastic about my work.	31.0	12.3	12.3	18.6
Q.4. I enjoy my faculty position.	10.3	15.8	10.5	12.2
Q.6. I have sufficient autonomy in my work.	6.9	17.5	7.0	10.5
UH Community Colleges				
Q.2. I am enthusiastic about my work.	32.9	10.4	3.8	16.0
Q.3. I am intellectually stimulated by my work.	9.9	16.6	6.6	11.1
Q.4. I enjoy my faculty position.	11.7	9.4	9.0	10.1

Appendix D: Most Negative Aspects of Faculty Worklife by Major Unit

Item	First Important (%)	Second Important (%)	Third Important (%)	Total (%)
Overall UH				
Q.55. I am satisfied with my current salary.	12.1	6.6	6.0	8.3
Q.1. I feel appreciated for my work.	8.4	4.7	2.5	5.3
Q.63. Facilities are repaired & maintained.	4.7	4.6	5.5	4.9
Q.22. There is no bullying in the work environment.	5.2	4.0	2.9	4.1
Q.7. My work responsibilities are well-balanced.	4.8	3.0	2.8	3.6
UH Manoa				
Q.55. I am satisfied with my current salary.	13.3	6.8	6.3	8.9
Q.63. Facilities are repaired & maintained.	6.9	5.8	7.1	6.6
Q.1. I feel appreciated for my work.	6.0	4.6	3.2	4.7
UH Hilo				
Q.1. I feel appreciated for my work.	9.3	2.8	3.0	5.2
Q.55. I am satisfied with my current salary.	8.0	2.8	3.0	4.7
Q.7. My work responsibilities are well-balanced.	4.0	2.8	4.5	3.8
UH West Oahu				
Q.55. I am satisfied with my current salary.	15.8	16.7	5.6	12.7
Q.19. I have not experienced prejudice, discrimination, racism or homophobia at work.	5.3	3.7	9.3	6.1
Q.22. There is no bullying in the work environment.	8.8	1.9	5.6	5.5
UH Community Colleges				
Q.55. I am satisfied with my current salary.	10.7	5.5	6.4	7.6
Q.1. I feel appreciated for my work.	12.6	5.0	1.7	6.6
Q.22. There is no bullying in the work environment.	6.7	4.1	3.5	4.8

Appendix E: Quality of Faculty Worklife Constructs: Means and Standard Deviations by Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Professional Worklife*	1134	3.52 0.79	3.47 0.76	3.38 0.82	3.64 0.84	3.60 0.80	3.31 0.84	3.44 0.77	3.43 0.77	3.55 0.74	3.74 0.91	3.90 0.63	4.11 0.59
Reward/Evaluation System*	1116	3.26 0.87	3.23 0.82	3.09 0.89	3.56 0.95	3.30 0.92	2.83 0.96	3.10 0.81	3.23 0.81	3.23 0.87	3.60 1.03	3.48 0.87	3.76 0.72
Collegial Relations*	1128	3.80 0.91	3.71 0.90	3.64 1.03	4.06 0.97	3.90 0.88	3.70 0.90	3.79 0.92	3.78 0.87	3.87 0.84	4.00 1.02	4.16 0.65	4.17 0.68
Faculty Governance*	1075	3.06 0.90	2.95 0.82	2.78 0.99	3.29 0.99	3.24 0.92	2.94 1.03	3.11 0.94	2.98 0.82	3.26 0.86	3.50 0.93	3.50 0.77	3.67 0.89
Personal Factors*	1127	3.27 0.98	3.19 1.02	3.45 0.88	3.22 1.05	3.36 0.93	3.19 0.87	3.24 1.05	3.37 0.81	3.50 0.99	3.57 0.86	3.30 0.91	3.28 0.98
Support Services*	1131	3.17 0.85	2.95 0.81	2.88 0.81	3.45 0.81	3.48 0.82	3.12 0.74	3.22 0.88	3.35 0.73	3.72 0.78	3.86 0.70	3.45 0.77	3.81 0.92
Advocacy for Faculty**	1092	3.01 0.91	2.83 0.87	2.66 0.83	3.25 0.97	3.29 0.88	3.07 0.88	3.05 0.92	3.10 0.82	3.42 0.88	3.47 0.92	3.57 0.73	3.72 0.80
Confidence in Leadership ***	1108	2.98 0.91	2.81 0.89	2.58 0.80	3.26 0.96	3.26 0.86	3.05 0.91	3.06 0.93	3.04 0.75	3.42 0.86	3.46 0.86	3.46 0.76	3.71 0.75
Civility & Collaboration ****	1083	3.24 0.98	3.11 0.97	2.81 0.92	3.60 0.99	3.45 0.94	3.18 1.08	3.24 1.02	3.30 0.90	3.53 0.93	3.58 0.93	3.70 0.69	3.87 0.79
Open & Transparent****	1070	3.09 0.98	2.92 0.96	2.71 0.95	3.45 1.04	3.35 0.93	3.11 0.92	3.12 1.00	3.21 0.84	3.51 0.95	3.41 0.94	3.51 0.83	3.96 0.75
Native Hawaiian****	1005	3.44 0.97	3.23 1.00	3.18 0.87	3.93 0.81	3.69 0.88	3.46 0.90	3.80 0.96	3.48 0.79	3.68 0.94	3.58 0.94	4.00 0.70	4.07 0.72
Campus Climate*	1117	3.43 0.9	3.22 0.84	3.24 0.86	3.65 1.07	3.71 0.88	3.32 0.93	3.36 0.91	3.46 0.82	3.71 0.76	4.04 0.85	4.04 0.57	4.46 0.63

* Scale range is 1–5. 1=Strongly Disagree; 5=Strongly Agree (Midpoint 3).

** Scale range is 1–5. 1=Weak Advocacy; 5=Strong Advocacy (Midpoint 3).

*** Scale range is 1–5. 1=Low Confidence; 5=High Confidence (Midpoint 3).

**** Scale range is 1–5. 1=Low Contribution; 5=High Contribution (Midpoint 3).

Appendix F: Faculty Satisfaction: Means and Standard Deviations by Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Worklife Satisfaction	1114	6.23 2.50	6.01 2.50	5.63 2.64	7.06 2.46	6.54 2.41	5.30 2.67	6.28 2.45	6.23 2.19	6.28 2.37	7.15 2.40	7.11 2.16	7.85 1.79

Scale range is 1–10. 1=Low Satisfaction; 10=High Satisfaction (Midpoint 5.5).

Appendix G: Faculty Morale: Means and Standard Deviations by Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Morale	1115	5.66 2.65	5.36 2.59	4.95 2.67	6.43 2.75	6.08 2.63	4.74 2.77	5.64 2.66	5.66 2.55	5.71 2.54	6.91 2.40	6.98 2.28	7.30 2.12

Scale range is 1–10. 1=Low Morale; 10=High Morale (Midpoint 5.5).

Appendix H: Change in Faculty Morale Since 2014: Means and Standard Deviations by Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Morale Change	1103	4.56 2.70	4.23 2.50	3.60 2.52	5.62 2.88	5.04 2.82	4.13 2.70	4.57 2.88	4.76 2.60	4.57 2.70	5.82 2.90	5.66 2.72	6.16 2.68

Scale range is 1–10. 1=Declined; 10=Improved (Midpoint 5.5=Unchanged).

Appendix I: Likelihood to Leave: Means and Standard Deviations by Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Likelihood to Leave	1120	2.67 1.44	2.85 1.45	2.78 1.33	2.37 1.41	2.46 1.41	2.83 1.47	2.35 1.39	2.60 1.41	2.42 1.39	2.30 1.36	2.38 1.37	2.28 1.45

Scale range is 1–5. 1=Not Likely; 5=Very Likely (Midpoint 3).

Appendix J: Professional Worklife: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1134	3.52 0.79	3.47 0.76	3.38 0.82	3.64 0.84	3.60 0.80	3.31 0.84	3.44 0.77	3.43 0.77	3.55 0.74	3.74 0.91	3.90 0.63	4.11 0.59
Classification													
Instructional	640	3.48 0.76	3.45 0.72	3.32 0.78	3.47 0.90	3.55 0.77	3.18 0.79	3.45 0.74	3.44 0.72	3.45 0.72	3.64 0.86	3.93 0.58	4.11 0.56
Librarian	38	3.52 0.69	3.23 0.69		3.87 0.56	3.92 0.40		3.82 0.40	3.78 0.22		3.91 0.59	4.04 0.40	**
Researcher	64	3.43 0.87	3.36 0.87	**		3.94 0.50	3.91 0.48	3.72 0.55		**		**	
Specialist	138	3.50 0.79	3.53 0.74	3.57 0.92	3.76 0.54	3.23 0.94	2.95 0.20	2.97 1.05	3.27 0.62	3.68 0.81	3.02 1.25	3.98 0.30	**
County Agent	8	3.58 0.61	3.69 0.58			**	**						
Lecturer	120	3.90 0.87	3.59 0.94	4.05 0.66	4.18 0.75	4.00 0.83	3.73 1.04	3.52 0.66	3.85 0.97	4.25 0.53	4.38 0.72	3.89 0.64	4.59 0.22
Multiple classification	40	3.33 0.75	3.51 0.71	2.77 0.68	**	3.19 0.74	3.69 0.69	**	2.87 0.69	2.65 0.03	**	**	
Other	66	3.52 0.71	3.78 0.68	3.35 0.57	**	3.41 0.72	2.61 0.19	3.45 0.73	3.18 0.61	3.82 0.56	3.57 0.57	3.51 0.81	4.03 0.72
Blank	20	3.49 0.76	3.44 0.67	2.70 0.34		3.91 0.70	**			**	**	4.69 0.27	3.10 0.14
Rank													
Rank 2	236	3.61 0.80	3.46 0.76	3.69 0.86	3.88 0.72	3.66 0.81	3.00 0.71	3.72 0.85	3.27 0.77	3.83 0.78	4.00 0.73	3.85 0.61	4.08 0.51
Rank 3	215	3.39 0.74	3.41 0.73	3.12 0.70	3.47 0.86	3.39 0.73	3.20 0.86	3.31 0.53	3.34 0.72	3.37 0.47	3.37 0.93	3.66 0.69	3.99 0.46
Rank 4	218	3.30 0.74	3.32 0.72	2.95 0.83	3.11 0.50	3.38 0.76	3.34 0.65	3.24 0.84	3.20 0.71	2.94 0.65	3.32 0.52	4.03 0.56	3.69 0.78

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	257	3.54	3.53	3.45	3.09	3.60	3.33	3.39	3.40	3.54	3.73	4.05	4.20
		<i>0.72</i>	<i>0.70</i>	<i>0.66</i>	<i>0.92</i>	<i>0.75</i>	<i>1.02</i>	<i>0.70</i>	<i>0.51</i>	<i>0.32</i>	<i>0.96</i>	<i>0.45</i>	<i>0.54</i>
Blank	208	3.78	3.64	3.52	4.10	3.99	4.05	3.67	4.04	3.61	4.10	3.93	4.37
		<i>0.85</i>	<i>0.86</i>	<i>0.77</i>	<i>0.74</i>	<i>0.83</i>	<i>0.65</i>	<i>0.79</i>	<i>0.87</i>	<i>0.85</i>	<i>1.01</i>	<i>0.72</i>	<i>0.49</i>
Appointment													
9-month	622	3.51	3.41	3.40	3.60	3.61	3.29	3.38	3.57	3.38	3.71	3.91	4.29
		<i>0.78</i>	<i>0.74</i>	<i>0.82</i>	<i>0.93</i>	<i>0.77</i>	<i>0.91</i>	<i>0.72</i>	<i>0.69</i>	<i>0.70</i>	<i>0.79</i>	<i>0.57</i>	<i>0.56</i>
11-month	450	3.53	3.54	3.28	3.71	3.54	3.18	3.57	3.23	3.82	3.61	3.85	3.92
		<i>0.78</i>	<i>0.76</i>	<i>0.83</i>	<i>0.51</i>	<i>0.84</i>	<i>0.67</i>	<i>0.86</i>	<i>0.74</i>	<i>0.74</i>	<i>1.18</i>	<i>0.66</i>	<i>0.54</i>
Blank	62	3.65	3.43	3.68	3.86	3.86	4.06	3.29	3.46	4.12	4.54	4.02	**
		<i>0.85</i>	<i>0.81</i>	<i>0.71</i>	<i>0.69</i>	<i>0.88</i>	<i>0.40</i>	<i>0.61</i>	<i>1.25</i>	<i>0.57</i>	<i>0.13</i>	<i>0.88</i>	
Gender Identity													
Female	605	3.54	3.48	3.38	3.59	3.62	3.40	3.42	3.54	3.51	3.65	3.78	4.23
		<i>0.78</i>	<i>0.75</i>	<i>0.78</i>	<i>0.83</i>	<i>0.78</i>	<i>0.83</i>	<i>0.73</i>	<i>0.71</i>	<i>0.88</i>	<i>0.90</i>	<i>0.60</i>	<i>0.49</i>
Male	469	3.53	3.49	3.47	3.85	3.59	3.17	3.46	3.28	3.60	3.84	4.04	3.88
		<i>0.80</i>	<i>0.76</i>	<i>0.88</i>	<i>0.76</i>	<i>0.84</i>	<i>0.87</i>	<i>0.81</i>	<i>0.81</i>	<i>0.55</i>	<i>0.94</i>	<i>0.64</i>	<i>0.70</i>
Other	27	3.16	3.14	3.55	3.34	3.02	2.75		2.52		3.62	**	**
		<i>0.76</i>	<i>0.69</i>	<i>0.24</i>	<i>1.12</i>	<i>0.60</i>	<i>2.75</i>		<i>0.13</i>		<i>0.38</i>		
Blank	33	3.40	3.29	2.58	3.24	4.13	**		3.94	**	**	4.69	
		<i>0.78</i>	<i>0.73</i>	<i>0.36</i>	<i>0.09</i>	<i>0.53</i>			<i>0.40</i>			<i>0.27</i>	
Race/Ethnicity													
Minority	538	3.56	3.51	3.42	3.64	3.61	3.32	3.51	3.35	3.77	3.86	3.74	4.10
		<i>0.78</i>	<i>0.77</i>	<i>0.81</i>	<i>0.79</i>	<i>0.77</i>	<i>0.78</i>	<i>0.78</i>	<i>0.71</i>	<i>0.73</i>	<i>0.80</i>	<i>0.63</i>	<i>0.63</i>
Non-Minority	501	3.55	3.49	3.43	3.74	3.66	3.31	3.58	3.57	3.27	3.60	3.99	4.20
		<i>0.76</i>	<i>0.72</i>	<i>0.80</i>	<i>0.82</i>	<i>0.81</i>	<i>0.92</i>	<i>0.64</i>	<i>0.72</i>	<i>0.69</i>	<i>1.05</i>	<i>0.61</i>	<i>0.48</i>
Other-Blank/Blank	95	3.17	3.11	3.12	3.09	3.28	3.05	2.73	3.43	**	3.40	4.38	**
		<i>0.87</i>	<i>0.81</i>	<i>0.90</i>	<i>1.09</i>	<i>0.91</i>	<i>0.79</i>	<i>0.60</i>	<i>1.00</i>		<i>0.78</i>	<i>0.49</i>	

Scale range is 1-5. 1=Strongly Disagree, 5=Strongly Agree (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix K: Reward/Evaluation System: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1116	3.26 0.87	3.23 0.82	3.09 0.89	3.56 0.95	3.30 0.92	2.83 0.96	3.10 0.81	3.23 0.81	3.23 0.87	3.60 1.03	3.48 0.87	3.76 0.72
Classification													
Instructional	639	3.26 0.85	3.25 0.78	3.12 0.79	3.54 0.91	3.28 0.91	2.66 0.95	3.12 0.84	3.17 0.78	3.22 0.92	3.51 0.99	3.70 0.70	3.86 0.74
Librarian	37	3.47 0.68	3.38 0.64		3.71 0.82	3.55 0.67		3.42 0.54	4.12 0.29		3.50 0.50	3.44 1.03	3.45 0.12
Researcher	62	3.02 0.83	2.97 0.85	**		3.36 0.47	3.43 0.29	3.00 0.50		**		**	
Specialist	136	3.28 0.88	3.30 0.84	3.19 0.87	3.57 0.65	3.09 1.06	2.18 0.13	3.09 0.99	3.32 0.18	3.06 0.82	3.28 1.63	3.73 0.47	3.17 0.50
County Agent	8	3.40 0.49	3.46 0.50			**	**						
Lecturer	112	3.46 1.05	3.18 1.09	3.59 0.99	3.97 1.07	3.54 0.99	3.41 1.04	2.85 0.84	3.55 1.06	4.25 0.54	4.32 0.72	3.09 0.81	3.83 0.64
Multiple classification	40	3.14 0.86	3.33 0.83	2.43 1.15	**	3.09 0.57	3.42 0.42	**	3.04 0.72	2.67 0.34	**	**	
Other	64	3.12 0.89	3.13 0.77	2.64 0.50	2.60 1.60	3.16 0.89	2.11 0.61	3.00 0.39	3.12 0.71	3.04 0.28	3.20 0.90	3.42 1.29	3.81 0.89
Blank	18	3.01 0.85	3.02 0.79	2.48 1.23		3.33 0.41	**			**	**	**	**
Rank													
Rank 2	232	3.32 0.88	3.17 0.84	3.23 0.64	3.79 0.89	3.36 0.91	2.78 0.90	3.26 0.94	3.21 0.89	3.45 0.92	3.79 0.80	3.41 0.86	3.63 0.57
Rank 3	215	3.19 0.87	3.22 0.84	2.96 0.96	3.43 0.89	3.16 0.88	2.64 1.08	3.16 0.55	3.05 0.83	3.01 0.59	3.45 1.23	3.53 0.55	3.71 0.61
Rank 4	217	3.22 0.81	3.25 0.73	3.08 0.80	3.49 0.79	3.17 0.91	2.78 0.85	2.82 0.89	3.17 0.72	2.56 0.77	3.27 0.81	4.01 0.72	3.73 0.80

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	256	3.25	3.25	3.11	3.10	3.29	2.81	3.17	3.14	3.50	3.42	3.47	3.93
		<i>0.82</i>	<i>0.78</i>	<i>1.07</i>	<i>0.64</i>	<i>0.87</i>	<i>1.08</i>	<i>0.69</i>	<i>0.57</i>	<i>0.91</i>	<i>1.06</i>	<i>0.93</i>	<i>0.94</i>
Blank	196	3.33	3.21	3.04	3.64	3.54	3.34	3.13	3.72	3.43	3.95	3.16	3.83
		<i>0.99</i>	<i>0.96</i>	<i>0.97</i>	<i>1.24</i>	<i>0.95</i>	<i>0.71</i>	<i>0.96</i>	<i>0.90</i>	<i>0.83</i>	<i>1.08</i>	<i>0.92</i>	<i>0.64</i>
Appointment													
9-month	615	3.28	3.21	3.11	3.63	3.33	2.78	3.16	3.32	3.20	3.59	3.42	3.95
		<i>0.88</i>	<i>0.83</i>	<i>0.88</i>	<i>0.93</i>	<i>0.90</i>	<i>1.10</i>	<i>0.80</i>	<i>0.76</i>	<i>0.91</i>	<i>0.96</i>	<i>0.78</i>	<i>0.56</i>
11-month	442	3.25	3.27	3.05	3.35	3.24	2.79	3.01	3.09	3.23	3.54	3.69	3.48
		<i>0.85</i>	<i>0.79</i>	<i>0.87</i>	<i>0.90</i>	<i>0.94</i>	<i>0.64</i>	<i>0.80</i>	<i>0.81</i>	<i>0.80</i>	<i>1.29</i>	<i>0.98</i>	<i>0.82</i>
Blank	59	3.21	3.02	3.19	3.67	3.38	3.58	2.97	3.31	3.58	3.98	2.95	
		<i>1.01</i>	<i>1.03</i>	<i>1.05</i>	<i>1.25</i>	<i>0.87</i>	<i>0.31</i>	<i>0.94</i>	<i>1.20</i>	<i>0.59</i>	<i>0.29</i>	<i>0.73</i>	
Gender Identity													
Female	595	3.31	3.30	3.09	3.51	3.32	2.91	3.18	3.28	3.21	3.56	3.35	3.89
		<i>0.89</i>	<i>0.84</i>	<i>0.83</i>	<i>1.05</i>	<i>0.93</i>	<i>0.90</i>	<i>0.73</i>	<i>0.79</i>	<i>1.01</i>	<i>1.05</i>	<i>1.03</i>	<i>0.63</i>
Male	463	3.24	3.18	3.17	3.74	3.29	2.79	3.00	3.14	3.28	3.63	3.64	3.59
		<i>0.84</i>	<i>0.80</i>	<i>0.92</i>	<i>0.76</i>	<i>0.88</i>	<i>1.12</i>	<i>0.90</i>	<i>0.80</i>	<i>0.66</i>	<i>1.03</i>	<i>0.48</i>	<i>0.73</i>
Other	26	2.90	2.87	3.36	3.02	2.78	2.24		2.37		3.95	**	**
		<i>0.91</i>	<i>0.81</i>	<i>0.65</i>	<i>0.70</i>	<i>1.08</i>	<i>0.88</i>		<i>0.77</i>		<i>0.80</i>		
Blank	32	3.08	2.92	2.39	4.00	3.61	**		3.93	**	**	**	
		<i>0.91</i>	<i>0.77</i>	<i>1.07</i>	<i>1.00</i>	<i>0.62</i>			<i>0.66</i>				
Race/Ethnicity													
Minority	528	3.31	3.28	3.24	3.48	3.34	2.81	3.12	3.13	3.58	3.78	3.50	3.72
		<i>0.89</i>	<i>0.85</i>	<i>0.84</i>	<i>0.90</i>	<i>0.94</i>	<i>0.92</i>	<i>0.94</i>	<i>0.80</i>	<i>0.79</i>	<i>0.97</i>	<i>0.87</i>	<i>0.78</i>
Non-Minority	494	3.28	3.25	3.05	3.78	3.31	2.96	3.15	3.46	2.82	3.42	3.43	3.85
		<i>0.83</i>	<i>0.77</i>	<i>0.90</i>	<i>0.88</i>	<i>0.88</i>	<i>0.96</i>	<i>0.63</i>	<i>0.70</i>	<i>0.79</i>	<i>1.07</i>	<i>0.88</i>	<i>0.65</i>
Other-Blank/Blank	94	2.87	2.78	2.90	2.89	2.98	2.13	2.89	3.09	**	2.77	**	**
		<i>0.88</i>	<i>0.82</i>	<i>0.92</i>	<i>1.32</i>	<i>0.88</i>	<i>1.13</i>	<i>0.58</i>	<i>0.99</i>		<i>0.77</i>		

Scale range is 1-5. 1=Strongly Disagree, 5=Strongly Agree (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix L: Collegial Relations: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1128	3.80 0.91	3.71 0.90	3.64 1.03	4.06 0.97	3.90 0.88	3.70 0.90	3.79 0.92	3.78 0.87	3.87 0.84	4.00 1.02	4.16 0.65	4.17 0.68
Classification													
Instructional	638	3.80 0.92	3.76 0.91	3.70 0.96	3.88 1.12	3.87 0.89	3.55 0.93	3.74 0.96	3.79 0.87	3.85 0.79	3.97 0.99	4.18 0.64	4.18 0.65
Librarian	38	4.00 0.82	3.72 0.89		4.56 0.34	4.35 0.52		4.21 0.52	4.42 0.42		4.75 0.25	4.17 0.62	4.42 0.42
Researcher	62	3.52 0.99	3.41 0.99	**		4.22 0.45	4.42 0.58	4.34 0.33		**		**	
Specialist	137	3.74 0.90	3.70 0.85	3.62 0.99	4.15 0.63	3.80 1.11	4.11 0.08	3.62 1.06	4.09 0.09	4.03 0.94	3.10 1.62	4.42 0.42	4.42 0.58
County Agent	8	3.58 0.59	3.64 0.61			**	**						
Lecturer	120	4.06 0.80	3.78 0.83	3.88 1.17	4.52 0.60	4.17 0.69	4.00 0.78	3.55 0.53	4.31 0.53	4.11 0.83	4.39 0.67	4.15 0.73	4.42 0.39
Multiple classification	40	3.63 0.86	3.72 0.69	2.83 0.93	**	3.73 0.96	4.00 1.00	**	3.92 0.49	2.75 1.25	**	**	
Other	66	3.74 0.91	3.81 0.91	4.08 0.75	4.00 0.17	3.68 0.93	2.92 0.92	4.50 0.48	3.11 0.86	4.19 0.48	3.86 0.78	4.07 0.65	4.11 0.83
Blank	19	3.43 0.89	3.62 0.89	2.39 0.67		3.64 0.56	**			**	**	**	2.92 0.25
Rank													
Rank 2	235	3.87 0.89	3.72 0.88	3.84 1.04	4.39 0.63	3.89 0.88	3.58 0.77	3.88 0.88	3.42 1.08	4.11 0.83	3.94 0.77	4.17 0.56	4.26 0.81
Rank 3	214	3.71 0.94	3.66 0.91	3.18 0.93	3.90 1.19	3.79 0.92	3.54 1.10	3.74 0.94	3.83 0.80	3.61 0.61	3.94 1.22	3.98 0.73	4.03 0.65
Rank 4	218	3.74 0.86	3.72 0.79	3.45 0.96	3.68 0.77	3.86 0.93	3.96 0.88	3.70 1.13	3.59 0.91	3.67 0.74	4.03 0.86	4.36 0.56	3.83 0.77

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	257	3.73 <i>0.93</i>	3.64 <i>0.96</i>	4.06 <i>0.72</i>	3.10 <i>1.20</i>	3.91 <i>0.81</i>	3.57 <i>0.87</i>	3.76 <i>0.67</i>	3.76 <i>0.66</i>	4.28 <i>0.52</i>	4.00 <i>1.13</i>	4.25 <i>0.60</i>	4.33 <i>0.48</i>
Blank	204	3.95 <i>0.91</i>	3.87 <i>0.88</i>	3.55 <i>1.14</i>	4.45 <i>0.68</i>	4.11 <i>0.82</i>	3.93 <i>0.71</i>	4.05 <i>0.80</i>	4.35 <i>0.52</i>	3.64 <i>1.12</i>	4.13 <i>1.06</i>	4.04 <i>0.77</i>	4.25 <i>0.52</i>
Appointment													
9-month	621	3.82 <i>0.90</i>	3.74 <i>0.88</i>	3.75 <i>0.94</i>	3.94 <i>1.08</i>	3.91 <i>0.87</i>	3.65 <i>0.97</i>	3.67 <i>0.95</i>	3.95 <i>0.77</i>	3.70 <i>0.89</i>	4.02 <i>0.85</i>	4.19 <i>0.71</i>	4.28 <i>0.68</i>
11-month	447	3.76 <i>0.94</i>	3.71 <i>0.90</i>	3.44 <i>1.20</i>	4.27 <i>0.54</i>	3.85 <i>0.94</i>	3.70 <i>0.79</i>	4.08 <i>0.85</i>	3.49 <i>0.97</i>	4.11 <i>0.66</i>	3.82 <i>1.41</i>	4.10 <i>0.57</i>	4.11 <i>0.65</i>
Blank	60	3.78 <i>0.86</i>	3.37 <i>1.00</i>	3.79 <i>0.52</i>	4.78 <i>0.16</i>	4.10 <i>0.54</i>	4.11 <i>0.63</i>	3.65 <i>0.35</i>	4.03 <i>0.36</i>	4.44 <i>0.42</i>	4.54 <i>0.36</i>	4.17 <i>0.45</i>	**
Gender Identity													
Female	603	3.82 <i>0.90</i>	3.76 <i>0.88</i>	3.48 <i>1.12</i>	4.03 <i>1.02</i>	3.93 <i>0.83</i>	3.76 <i>0.81</i>	3.89 <i>0.81</i>	3.88 <i>0.83</i>	3.88 <i>0.84</i>	3.95 <i>1.02</i>	4.01 <i>0.66</i>	4.21 <i>0.64</i>
Male	468	3.80 <i>0.92</i>	3.69 <i>0.91</i>	3.96 <i>0.79</i>	4.30 <i>0.68</i>	3.89 <i>0.94</i>	3.88 <i>0.84</i>	3.67 <i>1.02</i>	3.63 <i>0.91</i>	3.85 <i>0.86</i>	4.05 <i>1.05</i>	4.39 <i>0.58</i>	4.14 <i>0.79</i>
Other	26	3.40 <i>1.03</i>	3.28 <i>0.63</i>	4.09 <i>0.09</i>	3.47 <i>1.36</i>	3.35 <i>1.17</i>	2.71 <i>1.20</i>		3.00 <i>1.00</i>		4.34 <i>0.67</i>	**	**
Blank	21	3.43 <i>0.90</i>	3.40 <i>0.94</i>	2.37 <i>0.58</i>	3.67 <i>0.34</i>	4.05 <i>0.26</i>	**		4.11 <i>0.28</i>	**	**	**	
Race/Ethnicity													
Minority	534	3.84 <i>0.91</i>	3.75 <i>0.90</i>	3.68 <i>1.06</i>	4.06 <i>0.93</i>	3.93 <i>0.87</i>	3.83 <i>0.78</i>	3.92 <i>0.93</i>	3.61 <i>0.96</i>	4.10 <i>0.78</i>	4.20 <i>0.84</i>	4.04 <i>0.72</i>	4.07 <i>0.67</i>
Non-Minority	501	3.82 <i>0.88</i>	3.73 <i>0.88</i>	3.76 <i>0.88</i>	4.25 <i>0.78</i>	3.92 <i>0.87</i>	3.63 <i>0.88</i>	3.77 <i>0.86</i>	4.02 <i>0.63</i>	3.57 <i>0.84</i>	3.67 <i>1.25</i>	4.25 <i>0.59</i>	4.41 <i>0.54</i>
Other-Blank/Blank	93	3.42 <i>1.01</i>	3.40 <i>0.92</i>	3.08 <i>1.24</i>	2.88 <i>1.42</i>	3.64 <i>0.91</i>	2.34 <i>1.34</i>	3.30 <i>0.82</i>	3.89 <i>0.80</i>	**	4.04 <i>0.47</i>	**	**

Scale range is 1-5. 1=Strongly Disagree, 5=Strongly Agree (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix M: Faculty Governance: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1075	3.06 0.90	2.95 0.82	2.78 0.99	3.29 0.99	3.24 0.92	2.94 1.03	3.11 0.94	2.98 0.82	3.26 0.86	3.50 0.93	3.50 0.77	3.67 0.89
Classification													
Instructional	631	3.02 0.90	2.89 0.80	2.79 0.96	3.18 1.00	3.21 0.92	2.77 0.97	3.19 0.99	2.99 0.81	3.22 0.89	3.42 0.90	3.50 0.77	3.75 0.76
Librarian	37	3.18 0.66	2.96 0.61		3.47 0.95	3.47 0.52		3.03 0.46	3.51 0.21		3.70 0.30	3.93 0.17	3.36 0.65
Researcher	57	2.94 0.84	2.91 0.85	2.60 0.00		3.50 0.60	3.70 0.70	3.70 0.00				**	
Specialist	132	3.11 0.86	3.07 0.84	3.23 0.83	3.24 0.61	3.17 1.03	3.22 0.50	2.85 1.10	3.19 0.39	3.87 0.19	3.48 1.49	3.50 0.20	2.00 0.50
County Agent	8	3.01 0.42	3.10 0.38			**	**						
Lecturer	96	3.40 1.06	3.11 1.11	3.22 1.14	3.87 1.16	3.52 0.96	3.53 1.29	2.83 0.62	3.54 0.89	**	3.71 0.81	3.32 0.86	4.17 0.63
Multiple classification	39	2.90 0.92	3.07 0.83	1.80 0.75	**	3.04 0.84	3.20 0.20	**	2.68 0.92	2.65 0.35	**	**	
Other	62	3.07 0.85	3.07 0.78	3.10 0.40	3.30 0.70	3.06 0.89	1.79 0.11	3.06 0.81	2.60 0.60	3.28 0.58	3.56 0.82	3.76 0.71	3.73 1.02
Blank	13	2.65 0.58	2.87 0.35	1.75 0.75		2.68 0.29	**			**			**
Rank													
Rank 2	224	3.23 0.92	3.15 0.83	2.78 1.03	3.53 0.91	3.31 0.93	2.77 1.14	3.59 1.01	2.85 0.71	3.36 0.82	3.73 0.74	3.48 0.70	3.47 0.88
Rank 3	208	3.02 0.87	2.92 0.83	2.90 0.80	3.25 0.96	3.10 0.88	3.00 0.91	3.01 0.71	2.92 0.90	3.16 0.69	3.20 1.14	3.38 0.73	3.68 0.61
Rank 4	215	2.91 0.85	2.87 0.75	2.40 0.83	2.90 0.73	3.11 0.95	2.77 0.81	2.85 1.08	2.81 0.84	2.94 0.83	3.36 0.57	3.94 0.71	3.50 0.89

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	255	2.94	2.83	3.20	2.64	3.15	2.96	3.02	2.81	3.17	3.57	3.13	3.94
		<i>0.84</i>	<i>0.75</i>	<i>0.98</i>	<i>1.02</i>	<i>0.93</i>	<i>1.14</i>	<i>0.82</i>	<i>0.64</i>	<i>0.83</i>	<i>1.12</i>	<i>0.74</i>	<i>0.79</i>
Blank	173	3.26	3.13	2.75	3.62	3.58	3.49	3.12	3.85	3.55	3.57	3.46	3.82
		<i>0.98</i>	<i>0.95</i>	<i>1.05</i>	<i>1.03</i>	<i>0.85</i>	<i>0.92</i>	<i>0.81</i>	<i>0.56</i>	<i>1.08</i>	<i>0.66</i>	<i>0.81</i>	<i>1.03</i>
Appointment													
9-month	594	3.06	2.88	2.84	3.30	3.26	2.86	3.18	3.11	3.24	3.38	3.39	3.90
		<i>0.92</i>	<i>0.83</i>	<i>0.99</i>	<i>1.10</i>	<i>0.91</i>	<i>1.12</i>	<i>0.96</i>	<i>0.75</i>	<i>0.91</i>	<i>0.82</i>	<i>0.79</i>	<i>0.68</i>
11-month	431	3.05	3.01	2.68	3.25	3.20	2.94	2.97	2.74	3.44	3.83	3.77	3.38
		<i>0.87</i>	<i>0.79</i>	<i>0.85</i>	<i>0.65</i>	<i>0.98</i>	<i>0.83</i>	<i>0.92</i>	<i>0.86</i>	<i>0.60</i>	<i>1.16</i>	<i>0.65</i>	<i>1.03</i>
Blank	50	3.15	3.06	2.88	3.30	3.33	3.65	3.03	3.73	**	3.63	2.94	
		<i>0.96</i>	<i>0.97</i>	<i>1.50</i>	<i>0.79</i>	<i>0.68</i>	<i>0.64</i>	<i>0.67</i>	<i>0.28</i>		<i>0.45</i>	<i>0.62</i>	
Gender Identity													
Female	567	3.09	3.01	2.83	3.11	3.23	3.03	3.10	2.99	3.25	3.44	3.42	3.66
		<i>0.89</i>	<i>0.82</i>	<i>1.01</i>	<i>0.88</i>	<i>0.91</i>	<i>0.95</i>	<i>0.87</i>	<i>0.80</i>	<i>0.98</i>	<i>0.96</i>	<i>0.83</i>	<i>0.82</i>
Male	458	3.06	2.91	2.79	3.78	3.28	2.93	3.12	2.96	3.33	3.57	3.63	3.66
		<i>0.90</i>	<i>0.82</i>	<i>0.91</i>	<i>0.92</i>	<i>0.94</i>	<i>1.20</i>	<i>1.03</i>	<i>0.87</i>	<i>0.67</i>	<i>0.90</i>	<i>0.65</i>	<i>1.09</i>
Other	26	2.72	2.61	3.40	2.33	2.85	2.28		2.45		3.75	**	**
		<i>0.95</i>	<i>0.69</i>	<i>1.20</i>	<i>1.08</i>	<i>0.97</i>	<i>1.06</i>		<i>0.35</i>		<i>0.25</i>		
Blank	24	2.71	2.78	1.60	**	3.12	**		3.52	**			
		<i>0.89</i>	<i>0.89</i>	<i>0.65</i>		<i>0.63</i>			<i>0.48</i>				
Race/Ethnicity													
Minority	511	3.12	3.01	2.84	3.18	3.27	2.91	3.12	2.88	3.52	3.68	3.60	3.73
		<i>0.89</i>	<i>0.85</i>	<i>0.99</i>	<i>0.93</i>	<i>0.90</i>	<i>0.97</i>	<i>0.98</i>	<i>0.77</i>	<i>0.76</i>	<i>0.77</i>	<i>0.73</i>	<i>0.72</i>
Non-Minority	479	3.08	2.96	2.88	3.52	3.26	3.04	3.31	3.06	3.02	3.32	3.43	3.65
		<i>0.88</i>	<i>0.79</i>	<i>0.88</i>	<i>0.92</i>	<i>0.97</i>	<i>1.17</i>	<i>0.87</i>	<i>0.87</i>	<i>0.87</i>	<i>1.10</i>	<i>0.80</i>	<i>1.05</i>
Other-Blank/Blank	85	2.63	2.55	2.32	2.78	2.86	2.49	2.48	3.28	**	2.69	**	**
		<i>0.90</i>	<i>0.76</i>	<i>1.21</i>	<i>1.39</i>	<i>0.77</i>	<i>0.26</i>	<i>0.64</i>	<i>0.87</i>		<i>0.41</i>		

Scale range is 1-5. 1=Strongly Disagree, 5=Strongly Agree (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix N: Personal Factors: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1127	3.27 0.98	3.19 1.02	3.45 0.88	3.22 1.05	3.36 0.93	3.19 0.87	3.24 1.05	3.37 0.81	3.50 0.99	3.57 0.86	3.30 0.91	3.28 0.98
Classification													
Instructional	639	3.23 0.96	3.11 0.99	3.52 0.82	3.06 0.99	3.34 0.91	3.00 0.94	3.28 0.98	3.36 0.80	3.40 1.03	3.37 0.91	3.55 0.83	3.40 0.85
Librarian	37	3.52 0.76	3.57 0.77		3.60 0.99	3.40 0.66		3.38 1.03	**		3.59 0.09	3.11 0.31	3.50 0.33
Researcher	63	3.24 1.02	3.21 0.99	**		3.27 1.13	3.42 0.59	2.75 1.75		**		**	
Specialist	138	3.57 0.94	3.53 0.95	3.65 0.78	3.56 1.01	3.69 0.94	4.17 0.13	3.11 1.43	3.42 0.09	4.17 0.62	4.17 0.53	3.64 0.04	3.08 0.25
County Agent	8	3.88 0.76	3.98 0.76			**	**						
Lecturer	118	3.06 1.11	2.60 1.18	3.38 0.69	3.32 1.28	3.23 1.00	3.35 0.78	3.00 0.88	3.15 1.11	3.56 1.03	3.94 0.57	2.74 0.94	3.33 1.04
Multiple classification	40	3.21 0.93	3.17 0.96	2.81 1.14	**	3.52 0.69	3.25 0.25	**	3.14 0.65	3.50 0.33	**	**	
Other	65	3.36 0.96	3.06 1.14	**	3.92 0.09	3.54 0.81	3.75 0.25	3.17 0.96	3.58 0.57	3.63 1.13	3.47 0.75	3.50 1.03	3.78 0.88
Blank	19	2.94 0.98	3.01 0.87	3.28 0.91		2.65 1.10	**			**	**	**	1.25 0.25
Rank													
Rank 2	235	3.16 0.95	2.99 0.91	3.60 0.96	3.26 1.06	3.19 0.93	3.07 0.95	2.81 0.97	2.93 0.69	3.52 1.07	3.72 0.77	3.09 0.86	3.18 0.83
Rank 3	215	3.20 0.92	3.09 0.97	3.43 0.47	3.23 0.95	3.29 0.86	3.16 1.07	3.34 0.93	3.04 0.76	3.40 0.95	3.35 0.76	3.70 0.66	3.51 0.36
Rank 4	216	3.21 0.98	3.14 0.97	3.29 0.85	2.96 0.80	3.35 1.04	3.39 0.81	3.05 1.19	3.58 0.61	3.62 1.34	3.08 1.08	3.62 0.84	3.30 1.36

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	257	3.55 <i>0.93</i>	3.46 <i>0.98</i>	3.73 <i>0.83</i>	3.12 <i>1.12</i>	3.75 <i>0.74</i>	3.53 <i>0.41</i>	3.77 <i>0.80</i>	3.84 <i>0.56</i>	3.55 <i>0.91</i>	3.65 <i>0.94</i>	3.95 <i>0.58</i>	3.64 <i>0.80</i>
Blank	204	3.19 <i>1.07</i>	3.07 <i>1.14</i>	3.28 <i>0.94</i>	3.40 <i>1.19</i>	3.29 <i>0.94</i>	3.02 <i>0.46</i>	3.18 <i>1.14</i>	3.49 <i>0.99</i>	3.49 <i>0.46</i>	3.90 <i>0.45</i>	2.72 <i>0.90</i>	2.96 <i>1.12</i>
Appointment													
9-month	619	3.12 <i>0.97</i>	2.90 <i>0.96</i>	3.42 <i>0.89</i>	3.21 <i>1.01</i>	3.29 <i>0.93</i>	2.99 <i>0.94</i>	3.31 <i>1.03</i>	3.35 <i>0.82</i>	3.35 <i>1.03</i>	3.33 <i>0.86</i>	3.27 <i>0.87</i>	3.44 <i>0.93</i>
11-month	447	3.52 <i>0.92</i>	3.52 <i>0.95</i>	3.56 <i>0.78</i>	3.44 <i>1.03</i>	3.52 <i>0.89</i>	3.60 <i>0.63</i>	3.05 <i>1.14</i>	3.47 <i>0.71</i>	3.91 <i>0.88</i>	4.12 <i>0.56</i>	3.54 <i>0.84</i>	3.20 <i>0.95</i>
Blank	61	2.94 <i>1.11</i>	2.81 <i>1.17</i>	3.09 <i>1.10</i>	2.22 <i>1.14</i>	3.13 <i>0.97</i>	3.11 <i>0.44</i>	3.54 <i>0.45</i>	2.80 <i>1.05</i>	3.42 <i>0.42</i>	4.04 <i>0.58</i>	2.42 <i>1.03</i>	**
Gender Identity													
Female	602	3.34 <i>0.97</i>	3.27 <i>1.00</i>	3.37 <i>0.94</i>	3.11 <i>1.01</i>	3.44 <i>0.93</i>	3.27 <i>0.87</i>	3.18 <i>1.12</i>	3.51 <i>0.75</i>	3.71 <i>0.85</i>	3.58 <i>0.87</i>	3.41 <i>0.99</i>	3.47 <i>0.95</i>
Male	469	3.22 <i>0.99</i>	3.13 <i>1.04</i>	3.48 <i>0.78</i>	3.52 <i>1.07</i>	3.26 <i>0.92</i>	3.33 <i>0.80</i>	3.32 <i>0.96</i>	3.17 <i>0.88</i>	3.25 <i>1.12</i>	3.53 <i>0.88</i>	3.17 <i>0.72</i>	2.87 <i>0.96</i>
Other	27	2.82 <i>0.94</i>	2.53 <i>0.74</i>	4.42 <i>0.42</i>	2.93 <i>1.13</i>	2.74 <i>0.73</i>	2.40 <i>0.62</i>		3.00 <i>0.33</i>		3.75 <i>0.25</i>	**	**
Blank	29	3.14 <i>0.76</i>	3.00 <i>0.78</i>	3.50 <i>0.87</i>	**	3.38 <i>0.57</i>	**		3.42 <i>0.59</i>	**	**	**	
Race/Ethnicity													
Minority	534	3.30 <i>0.93</i>	3.21 <i>0.98</i>	3.39 <i>0.88</i>	3.28 <i>1.00</i>	3.40 <i>0.86</i>	3.26 <i>0.84</i>	3.23 <i>0.96</i>	3.45 <i>0.76</i>	3.66 <i>0.95</i>	3.60 <i>0.75</i>	3.23 <i>0.81</i>	3.33 <i>0.96</i>
Non-Minority	500	3.32 <i>1.00</i>	3.27 <i>1.03</i>	3.52 <i>0.81</i>	3.24 <i>1.13</i>	3.37 <i>0.95</i>	3.17 <i>0.92</i>	3.51 <i>1.03</i>	3.24 <i>0.77</i>	3.30 <i>1.03</i>	3.54 <i>1.01</i>	3.39 <i>0.97</i>	3.38 <i>0.84</i>
Other-Blank/Blank	93	2.81 <i>1.05</i>	2.58 <i>0.95</i>	3.32 <i>1.05</i>	2.64 <i>0.57</i>	2.97 <i>1.11</i>	2.42 <i>0.09</i>	2.56 <i>1.18</i>	3.33 <i>1.01</i>	**	3.50 <i>0.87</i>	2.75 <i>0.92</i>	**

Scale range is 1-5. 1=Strongly Disagree, 5=Strongly Agree (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix O: Support Services: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1131	3.17 0.85	2.95 0.81	2.88 0.81	3.45 0.81	3.48 0.82	3.12 0.74	3.22 0.88	3.35 0.73	3.72 0.78	3.86 0.70	3.45 0.77	3.81 0.92
Classification													
Instructional	639	3.10 0.84	2.82 0.76	2.76 0.69	3.33 0.77	3.47 0.81	3.05 0.74	3.20 0.90	3.30 0.69	3.71 0.65	3.85 0.65	3.54 0.80	4.03 0.73
Librarian	38	3.00 0.74	2.75 0.75		3.75 0.73	3.26 0.47		3.16 0.23	3.79 0.12		3.39 0.62	2.80 0.34	3.47 0.29
Researcher	65	3.03 0.89	2.96 0.88	**		3.63 0.82	3.46 0.04	4.31 0.69		**		**	
Specialist	138	3.28 0.80	3.22 0.77	3.39 0.72	3.66 0.63	3.35 0.94	3.03 0.55	3.20 0.87	3.77 0.23	3.72 1.04	3.85 1.09	3.36 0.03	**
County Agent	8	2.90 0.60	2.99 0.60			**	**						
Lecturer	119	3.51 0.99	3.18 1.06	3.58 0.85	3.77 0.95	3.63 0.93	3.50 0.88	2.91 0.79	3.41 1.05	4.48 0.41	4.07 0.71	3.43 0.84	4.27 0.56
Multiple classification	40	2.97 0.77	3.07 0.70	2.47 1.14	**	3.00 0.64	2.93 0.08	**	2.93 0.60	2.42 0.75	**	**	
Other	66	3.39 0.79	3.19 0.79	2.11 0.65	3.17 0.95	3.56 0.71	2.86 0.52	3.54 0.83	3.49 0.60	3.85 0.96	3.65 0.59	3.52 0.62	4.00 0.73
Blank	18	2.99 0.65	2.93 0.45	2.95 0.76		3.11 0.80	**			**	**	**	2.09 0.42
Rank													
Rank 2	235	3.43 0.88	3.16 0.88	3.22 0.77	3.87 0.79	3.59 0.85	2.95 0.69	3.41 0.89	3.39 0.69	3.98 0.87	4.07 0.62	3.46 0.73	4.00 0.97
Rank 3	215	3.13 0.78	2.99 0.80	2.71 0.67	3.26 0.76	3.34 0.70	3.36 0.54	3.09 0.67	3.22 0.71	3.29 0.55	3.69 0.91	3.33 0.31	3.85 0.50
Rank 4	218	2.97 0.81	2.81 0.73	2.58 0.76	3.02 0.40	3.32 0.85	2.81 0.54	3.11 0.97	3.27 0.68	3.79 0.34	3.74 0.65	3.62 0.93	3.20 1.06

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	257	2.95 <i>0.76</i>	2.79 <i>0.72</i>	2.61 <i>0.55</i>	3.15 <i>0.72</i>	3.36 <i>0.73</i>	3.10 <i>1.03</i>	3.11 <i>0.66</i>	3.21 <i>0.50</i>	4.14 <i>0.38</i>	3.77 <i>0.62</i>	3.07 <i>0.90</i>	3.76 <i>0.64</i>
Blank	206	3.37 <i>0.92</i>	3.18 <i>0.87</i>	3.08 <i>0.92</i>	3.42 <i>0.86</i>	3.75 <i>0.89</i>	3.54 <i>0.79</i>	3.61 <i>1.22</i>	3.77 <i>0.95</i>	3.59 <i>0.89</i>	3.96 <i>0.59</i>	3.60 <i>0.74</i>	3.99 <i>0.96</i>
Appointment													
9-month	620	3.16 <i>0.87</i>	2.83 <i>0.79</i>	2.80 <i>0.78</i>	3.48 <i>0.85</i>	3.52 <i>0.81</i>	3.23 <i>0.82</i>	3.21 <i>0.90</i>	3.40 <i>0.72</i>	3.63 <i>0.72</i>	3.81 <i>0.68</i>	3.52 <i>0.74</i>	4.11 <i>0.77</i>
11-month	450	3.19 <i>0.81</i>	3.09 <i>0.79</i>	2.87 <i>0.75</i>	3.50 <i>0.70</i>	3.40 <i>0.81</i>	2.83 <i>0.51</i>	3.28 <i>0.81</i>	3.29 <i>0.65</i>	3.83 <i>0.95</i>	3.92 <i>0.78</i>	3.38 <i>0.80</i>	3.56 <i>0.84</i>
Blank	61	3.13 <i>1.02</i>	2.78 <i>0.95</i>	3.46 <i>1.02</i>	2.86 <i>0.39</i>	3.46 <i>1.00</i>	3.60 <i>0.34</i>	3.04 <i>0.91</i>	3.27 <i>1.24</i>	4.13 <i>0.40</i>	4.29 <i>0.41</i>	3.15 <i>0.86</i>	**
Gender Identity													
Female	605	3.22 <i>0.87</i>	2.98 <i>0.84</i>	2.89 <i>0.82</i>	3.39 <i>0.85</i>	3.52 <i>0.82</i>	3.09 <i>0.77</i>	3.22 <i>0.87</i>	3.41 <i>0.72</i>	3.77 <i>0.82</i>	3.86 <i>0.71</i>	3.49 <i>0.70</i>	4.09 <i>0.78</i>
Male	470	3.11 <i>0.84</i>	2.92 <i>0.78</i>	2.91 <i>0.82</i>	3.69 <i>0.75</i>	3.41 <i>0.83</i>	3.26 <i>0.70</i>	3.22 <i>0.89</i>	3.23 <i>0.75</i>	3.67 <i>0.75</i>	3.86 <i>0.72</i>	3.44 <i>0.84</i>	3.07 <i>0.89</i>
Other	26	2.98 <i>0.61</i>	2.84 <i>0.50</i>	2.77 <i>0.39</i>	2.88 <i>0.42</i>	3.20 <i>0.74</i>	3.04 <i>0.65</i>		3.27 <i>0.27</i>		3.86 <i>0.47</i>	**	**
Blank	30	3.10 <i>0.79</i>	2.92 <i>0.78</i>	2.68 <i>0.81</i>	3.14 <i>0.29</i>	3.75 <i>0.44</i>	**		3.93 <i>0.52</i>	**	**	**	
Race/Ethnicity													
Minority	537	3.27 <i>0.83</i>	3.06 <i>0.82</i>	2.96 <i>0.85</i>	3.45 <i>0.69</i>	3.50 <i>0.77</i>	3.01 <i>0.66</i>	3.30 <i>0.79</i>	3.35 <i>0.68</i>	3.95 <i>0.73</i>	3.87 <i>0.64</i>	3.43 <i>0.61</i>	3.92 <i>0.87</i>
Non-Minority	501	3.11 <i>0.86</i>	2.90 <i>0.78</i>	2.82 <i>0.78</i>	3.53 <i>0.92</i>	3.49 <i>0.85</i>	3.33 <i>0.85</i>	3.23 <i>0.84</i>	3.34 <i>0.77</i>	3.44 <i>0.78</i>	3.88 <i>0.77</i>	3.50 <i>0.86</i>	3.77 <i>0.92</i>
Other-Blank/Blank	93	2.90 <i>0.90</i>	2.67 <i>0.81</i>	2.94 <i>0.82</i>	2.96 <i>0.76</i>	3.20 <i>0.97</i>	2.99 <i>0.19</i>	2.85 <i>1.16</i>	3.40 <i>0.85</i>	**	3.75 <i>0.83</i>	2.80 <i>0.95</i>	**

Scale range is 1-5. 1=Strongly Disagree, 5=Strongly Agree (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix P: Advocacy for Faculty: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1092	3.01 0.91	2.83 0.87	2.66 0.83	3.25 0.97	3.29 0.88	3.07 0.88	3.05 0.92	3.10 0.82	3.42 0.88	3.47 0.92	3.57 0.73	3.72 0.80
Classification													
Instructional	626	2.96 0.89	2.75 0.85	2.54 0.71	3.17 0.93	3.26 0.86	3.12 0.89	3.06 0.85	3.03 0.72	3.35 0.84	3.35 0.94	3.58 0.62	3.97 0.81
Librarian	38	3.29 0.83	2.98 0.64		4.10 0.97	3.64 0.80		3.17 0.62	4.29 0.71		4.75 0.25	3.57 0.32	2.95 0.30
Researcher	62	2.81 0.87	2.76 0.87	**		3.54 0.29	3.38 0.38	**		**		**	
Specialist	134	3.02 0.91	2.97 0.88	2.70 0.61	3.49 0.79	3.16 1.05	2.42 0.40	2.94 1.37	2.84 0.42	4.31 0.44	3.22 0.97	3.82 0.49	2.74 0.01
County Agent	8	3.18 0.29	3.22 0.28			**	**						
Lecturer	112	3.29 1.09	2.85 1.19	3.33 1.10	3.34 1.08	3.52 0.96	3.37 0.93	3.22 1.33	3.37 1.18	3.46 0.89	3.79 0.66	3.53 0.92	3.79 0.47
Multiple classification	37	2.94 0.78	3.00 0.79	2.82 0.85	**	2.89 0.73	3.05 0.05	**	2.69 0.95	2.31 0.20	**	**	
Other	63	3.12 0.84	3.06 0.74	2.34 0.67	2.34 0.67	3.21 0.86	1.80 0.13	2.74 0.18	3.11 0.65	3.58 1.04	3.48 0.89	3.57 0.83	3.46 0.97
Blank	12	2.90 0.80	2.59 0.46	3.34 1.22		3.29 0.21				**			**
Rank													
Rank 2	232	3.25 0.90	3.11 0.88	2.80 0.94	3.45 0.88	3.39 0.88	2.98 0.82	3.20 1.15	3.06 0.65	3.77 0.87	3.67 0.59	3.48 0.80	3.72 0.90
Rank 3	210	2.95 0.88	2.86 0.95	2.49 0.74	3.10 0.98	3.09 0.77	2.87 0.91	3.14 0.60	2.96 0.76	3.10 0.53	3.13 1.05	3.44 0.38	3.22 0.67
Rank 4	215	2.82 0.84	2.72 0.76	2.37 0.64	3.06 0.82	3.08 0.93	2.88 0.73	2.75 0.94	2.85 0.89	2.83 0.89	3.57 0.86	3.59 0.70	3.54 0.92

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	254	2.84 <i>0.84</i>	2.66 <i>0.74</i>	2.54 <i>0.60</i>	2.67 <i>0.86</i>	3.26 <i>0.90</i>	3.29 <i>0.99</i>	3.02 <i>0.94</i>	2.98 <i>0.49</i>	3.30 <i>0.34</i>	3.22 <i>1.11</i>	3.84 <i>0.75</i>	4.26 <i>0.63</i>
Blank	181	3.25 <i>1.00</i>	2.98 <i>1.00</i>	2.94 <i>0.93</i>	3.50 <i>1.05</i>	3.69 <i>0.82</i>	3.72 <i>0.67</i>	3.36 <i>0.46</i>	3.77 <i>1.03</i>	3.56 <i>1.05</i>	3.89 <i>0.69</i>	3.63 <i>0.71</i>	3.70 <i>0.50</i>
Appointment													
9-month	605	3.00 <i>0.93</i>	2.78 <i>0.88</i>	2.54 <i>0.86</i>	3.21 <i>0.98</i>	3.27 <i>0.88</i>	3.07 <i>0.89</i>	3.06 <i>0.95</i>	3.17 <i>0.85</i>	3.23 <i>0.81</i>	3.35 <i>0.90</i>	3.53 <i>0.73</i>	3.80 <i>0.73</i>
11-month	436	3.03 <i>0.86</i>	2.90 <i>0.82</i>	2.71 <i>0.75</i>	3.33 <i>0.97</i>	3.31 <i>0.87</i>	2.87 <i>0.69</i>	2.97 <i>0.80</i>	3.01 <i>0.73</i>	3.80 <i>0.85</i>	3.73 <i>0.89</i>	3.71 <i>0.72</i>	3.65 <i>0.89</i>
Blank	51	3.05 <i>1.09</i>	2.60 <i>1.10</i>	3.31 <i>0.67</i>	3.43 <i>0.60</i>	3.49 <i>1.01</i>	4.50 <i>0.50</i>	3.49 <i>1.08</i>	2.99 <i>1.00</i>	3.72 <i>0.96</i>	**	3.08 <i>0.30</i>	**
Gender Identity													
Female	586	3.08 <i>0.89</i>	2.89 <i>0.85</i>	2.70 <i>0.73</i>	3.28 <i>0.98</i>	3.32 <i>0.88</i>	3.09 <i>0.81</i>	3.03 <i>0.87</i>	3.10 <i>0.82</i>	3.58 <i>0.98</i>	3.36 <i>0.85</i>	3.58 <i>0.76</i>	3.81 <i>0.84</i>
Male	457	2.94 <i>0.93</i>	2.77 <i>0.89</i>	2.58 <i>0.92</i>	3.47 <i>0.77</i>	3.25 <i>0.90</i>	3.05 <i>1.12</i>	3.07 <i>0.97</i>	3.02 <i>0.76</i>	3.20 <i>0.70</i>	3.62 <i>1.03</i>	3.58 <i>0.67</i>	3.43 <i>0.66</i>
Other	26	2.79 <i>0.79</i>	2.69 <i>0.49</i>	2.46 <i>0.04</i>	2.24 <i>1.12</i>	3.23 <i>0.62</i>	2.89 <i>0.71</i>		3.17 <i>0.09</i>		3.79 <i>0.21</i>	**	**
Blank	23	3.03 <i>1.00</i>	2.76 <i>0.88</i>	3.09 <i>1.15</i>	3.08 <i>0.17</i>	3.82 <i>1.01</i>			3.92 <i>1.15</i>	**			
Race/Ethnicity													
Minority	524	3.15 <i>0.92</i>	2.99 <i>0.92</i>	2.73 <i>0.80</i>	3.38 <i>0.93</i>	3.35 <i>0.87</i>	3.12 <i>0.96</i>	3.13 <i>0.96</i>	3.03 <i>0.76</i>	3.59 <i>0.77</i>	3.68 <i>0.74</i>	3.52 <i>0.69</i>	3.81 <i>0.85</i>
Non-Minority	486	2.93 <i>0.88</i>	2.75 <i>0.79</i>	2.57 <i>0.84</i>	3.18 <i>0.88</i>	3.30 <i>0.90</i>	3.04 <i>0.72</i>	3.05 <i>0.87</i>	3.26 <i>0.87</i>	3.19 <i>0.97</i>	3.24 <i>1.11</i>	3.64 <i>0.75</i>	3.62 <i>0.73</i>
Other-Blank/Blank	82	2.58 <i>0.84</i>	2.33 <i>0.72</i>	2.86 <i>0.85</i>	2.60 <i>1.35</i>	2.84 <i>0.77</i>	**	2.66 <i>0.71</i>	2.99 <i>0.86</i>	**	2.66 <i>0.54</i>	**	

Scale range is 1-5. 1=Weak Advocacy, 5=Strong Advocacy (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix Q: Confidence in Leadership: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1108	2.98 0.91	2.81 0.89	2.58 0.80	3.26 0.96	3.26 0.86	3.05 0.91	3.06 0.93	3.04 0.75	3.42 0.86	3.46 0.86	3.46 0.76	3.71 0.75
Classification													
Instructional	627	2.93 0.90	2.71 0.89	2.51 0.72	3.20 0.94	3.23 0.84	3.02 0.85	3.08 0.83	2.99 0.68	3.34 0.84	3.41 0.87	3.48 0.77	3.87 0.77
Librarian	38	3.19 0.79	2.87 0.61		4.19 0.97	3.49 0.69		3.11 0.66	3.98 0.40		4.56 0.11	3.17 0.24	3.17 0.09
Researcher	62	2.83 0.92	2.79 0.93	**		3.57 0.15	3.47 0.11	**		**		**	
Specialist	136	2.95 0.87	2.91 0.86	2.61 0.55	3.52 0.65	3.04 0.98	2.35 0.32	2.89 1.35	2.84 0.34	4.12 0.43	3.00 0.88	3.62 0.29	2.66 0.07
County Agent	8	3.09 0.43	3.17 0.42			**	**						
Lecturer	119	3.33 1.08	3.01 1.19	3.40 1.13	3.22 1.04	3.51 0.98	3.54 1.12	3.11 1.49	3.33 1.16	3.96 0.55	3.60 0.48	3.45 0.83	3.96 0.47
Multiple classification	38	2.87 0.84	3.04 0.88	2.19 0.52	**	2.79 0.77	3.15 0.15	**	2.46 0.72	2.09 0.34	**	**	
Other	66	3.09 0.79	2.99 0.71	2.29 0.71	2.34 0.67	3.21 0.79	1.96 0.21	2.88 0.26	3.03 0.42	3.64 0.87	3.41 1.00	3.50 0.86	3.74 0.84
Blank	14	2.71 0.55	2.57 0.56	2.64 0.40		3.14 0.43				**			3.07 0.51
Rank													
Rank 2	233	3.24 0.91	3.09 0.94	2.68 0.88	3.67 0.78	3.36 0.86	2.93 0.87	3.27 1.08	2.95 0.63	3.83 0.81	3.67 0.57	3.40 0.76	3.61 0.83
Rank 3	212	2.93 0.87	2.82 0.94	2.54 0.72	3.08 0.98	3.08 0.74	2.76 0.81	3.03 0.68	2.97 0.78	3.12 0.40	3.22 0.95	3.42 0.35	3.46 0.51
Rank 4	216	2.80 0.83	2.67 0.77	2.45 0.71	2.97 0.69	3.08 0.88	2.90 0.67	2.87 0.92	2.86 0.72	2.88 0.89	3.55 0.65	3.41 1.00	3.38 0.95

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	255	2.75 <i>0.84</i>	2.58 <i>0.73</i>	2.41 <i>0.68</i>	2.50 <i>0.79</i>	3.20 <i>0.90</i>	3.30 <i>1.03</i>	3.02 <i>0.91</i>	2.92 <i>0.48</i>	2.97 <i>0.05</i>	3.20 <i>1.14</i>	3.75 <i>0.90</i>	4.08 <i>0.68</i>
Blank	192	3.24 <i>1.01</i>	3.09 <i>1.05</i>	2.74 <i>0.84</i>	3.32 <i>1.10</i>	3.61 <i>0.84</i>	3.88 <i>0.83</i>	3.22 <i>1.03</i>	3.60 <i>0.94</i>	3.53 <i>1.13</i>	3.70 <i>0.62</i>	3.43 <i>0.55</i>	3.91 <i>0.46</i>
Appointment													
9-month	613	2.99 <i>0.94</i>	2.77 <i>0.92</i>	2.55 <i>0.88</i>	3.18 <i>0.99</i>	3.25 <i>0.87</i>	3.01 <i>0.90</i>	3.10 <i>0.97</i>	3.13 <i>0.82</i>	3.22 <i>0.84</i>	3.34 <i>0.81</i>	3.49 <i>0.77</i>	3.78 <i>0.71</i>
11-month	441	2.98 <i>0.86</i>	2.86 <i>0.84</i>	2.56 <i>0.68</i>	3.41 <i>0.90</i>	3.25 <i>0.82</i>	2.86 <i>0.66</i>	3.01 <i>0.74</i>	2.95 <i>0.62</i>	3.76 <i>0.75</i>	3.68 <i>0.92</i>	3.48 <i>0.79</i>	3.62 <i>0.83</i>
Blank	54	3.00 <i>1.08</i>	2.60 <i>1.06</i>	2.95 <i>0.65</i>	3.56 <i>0.48</i>	3.45 <i>1.07</i>	**	2.90 <i>1.26</i>	2.83 <i>0.83</i>	4.01 <i>0.73</i>	4.34 <i>0.33</i>	2.97 <i>0.04</i>	**
Gender Identity													
Female	593	3.07 <i>0.90</i>	2.92 <i>0.88</i>	2.66 <i>0.73</i>	3.32 <i>1.05</i>	3.29 <i>0.86</i>	3.06 <i>0.81</i>	3.03 <i>0.90</i>	3.08 <i>0.74</i>	3.57 <i>1.00</i>	3.40 <i>0.79</i>	3.41 <i>0.80</i>	3.84 <i>0.78</i>
Male	463	2.89 <i>0.92</i>	2.69 <i>0.89</i>	2.51 <i>0.91</i>	3.42 <i>0.55</i>	3.23 <i>0.87</i>	3.03 <i>1.09</i>	3.09 <i>0.96</i>	2.93 <i>0.77</i>	3.22 <i>0.61</i>	3.53 <i>0.97</i>	3.58 <i>0.68</i>	3.43 <i>0.63</i>
Other	27	2.78 <i>0.87</i>	2.78 <i>0.70</i>	2.49 <i>0.06</i>	2.20 <i>1.16</i>	3.14 <i>0.75</i>	3.04 <i>1.14</i>		3.05 <i>0.13</i>		**	**	**
Blank	25	2.84 <i>0.95</i>	2.73 <i>1.05</i>	2.40 <i>0.54</i>	3.18 <i>0.09</i>	3.51 <i>0.70</i>			3.59 <i>0.80</i>	**			
Race/Ethnicity													
Minority	531	3.14 <i>0.92</i>	3.01 <i>0.95</i>	2.75 <i>0.79</i>	3.34 <i>0.99</i>	3.30 <i>0.86</i>	3.06 <i>0.97</i>	3.15 <i>0.97</i>	2.98 <i>0.70</i>	3.60 <i>0.71</i>	3.61 <i>0.75</i>	3.37 <i>0.78</i>	3.81 <i>0.78</i>
Non-Minority	491	2.89 <i>0.88</i>	2.70 <i>0.81</i>	2.46 <i>0.76</i>	3.28 <i>0.73</i>	3.28 <i>0.88</i>	3.08 <i>0.80</i>	3.06 <i>0.87</i>	3.14 <i>0.86</i>	3.19 <i>0.99</i>	3.28 <i>1.00</i>	3.56 <i>0.74</i>	3.68 <i>0.68</i>
Other-Blank/Blank	86	2.53 <i>0.81</i>	2.29 <i>0.72</i>	2.61 <i>0.83</i>	2.42 <i>1.41</i>	2.87 <i>0.66</i>	**	2.64 <i>0.75</i>	3.05 <i>0.68</i>	**	2.83 <i>0.27</i>	**	**

Scale range is 1-5. 1=Low Confidence, 5=High Confidence (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix R. Civility and Collaboration: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1083	3.24 0.98	3.11 0.97	2.81 0.92	3.60 0.99	3.45 0.94	3.18 1.08	3.24 1.02	3.30 0.90	3.53 0.93	3.58 0.93	3.70 0.69	3.87 0.79
Classification													
Instructional	616	3.22 0.98	3.10 1.00	2.79 0.87	3.44 1.00	3.42 0.92	3.23 1.10	3.28 0.97	3.27 0.79	3.37 0.92	3.47 0.90	3.77 0.73	4.03 0.76
Librarian	37	3.46 0.81	3.08 0.65		4.44 0.79	3.87 0.63		3.63 0.50	4.29 0.38		4.90 0.10	3.56 0.33	3.35 0.15
Researcher	62	3.04 0.92	2.97 0.94	**		3.69 0.19	3.78 0.08	**		**		**	
Specialist	134	3.13 0.94	3.13 0.89	2.64 0.93	3.58 0.73	3.13 1.10	2.26 0.47	3.08 1.35	2.65 0.65	4.44 0.33	3.14 1.15	3.44 0.06	2.84 0.17
County Agent	8	3.33 0.62	3.39 0.64			**	**						
Lecturer	113	3.56 1.10	3.17 1.17	3.41 1.18	4.35 0.75	3.68 1.01	3.51 1.21	2.96 1.30	3.55 1.16	4.40 0.85	3.81 0.67	3.71 0.70	4.28 0.53
Multiple classification	37	3.17 0.94	3.30 0.87	2.35 0.64	**	3.23 1.05	3.07 0.07	**	3.15 1.28	2.68 0.08	**	**	
Other	62	3.34 0.94	3.50 0.95	2.80 1.20	2.57 0.43	3.34 0.91	2.02 0.12	3.22 0.85	3.20 0.86	3.70 0.88	3.54 0.90	3.59 0.72	3.69 0.93
Blank	14	2.78 0.90	2.68 1.05	2.53 0.53		3.29 0.39				**			3.21 0.46
Rank													
Rank 2	228	3.44 0.98	3.27 0.95	2.73 0.94	3.94 0.75	3.58 0.97	3.12 1.08	3.51 1.20	3.06 0.78	4.06 0.88	3.87 0.80	3.69 0.72	3.93 0.72
Rank 3	210	3.07 0.92	3.02 0.96	2.45 0.93	3.23 1.16	3.19 0.80	2.82 1.11	3.23 0.73	3.25 0.84	3.16 0.42	3.10 0.78	3.30 0.47	3.64 0.73
Rank 4	215	3.06 0.96	3.02 0.93	2.56 0.83	3.24 0.79	3.23 0.99	3.17 0.84	2.93 1.07	2.94 0.92	2.64 1.00	3.62 0.80	3.93 0.72	3.55 0.90

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	250	3.10 <i>0.91</i>	2.97 <i>0.87</i>	2.87 <i>0.58</i>	2.90 <i>1.00</i>	3.43 <i>0.93</i>	3.50 <i>1.17</i>	3.25 <i>0.99</i>	3.29 <i>0.63</i>	3.04 <i>0.13</i>	3.49 <i>1.21</i>	3.90 <i>0.66</i>	3.88 <i>0.92</i>
Blank	180	3.60 <i>1.04</i>	3.48 <i>1.12</i>	3.22 <i>1.00</i>	4.03 <i>0.89</i>	3.82 <i>0.86</i>	3.74 <i>0.91</i>	3.37 <i>0.99</i>	4.08 <i>1.01</i>	3.73 <i>0.92</i>	3.68 <i>0.65</i>	3.67 <i>0.60</i>	4.20 <i>0.54</i>
Appointment													
9-month	600	3.26 <i>1.00</i>	3.12 <i>1.00</i>	2.85 <i>1.02</i>	3.58 <i>1.04</i>	3.43 <i>0.94</i>	3.18 <i>1.12</i>	3.26 <i>1.04</i>	3.37 <i>0.95</i>	3.30 <i>0.86</i>	3.46 <i>0.85</i>	3.71 <i>0.71</i>	4.00 <i>0.73</i>
11-month	433	3.20 <i>0.92</i>	3.12 <i>0.91</i>	2.68 <i>0.74</i>	3.56 <i>0.87</i>	3.44 <i>0.90</i>	2.94 <i>0.79</i>	3.24 <i>0.93</i>	3.22 <i>0.79</i>	3.86 <i>0.89</i>	3.82 <i>1.05</i>	3.75 <i>0.68</i>	3.67 <i>0.86</i>
Blank	50	3.35 <i>1.24</i>	3.00 <i>1.34</i>	3.22 <i>0.87</i>	4.00 <i>0.71</i>	3.71 <i>1.13</i>	**	3.04 <i>1.21</i>	3.22 <i>1.14</i>	4.48 <i>0.74</i>	**	3.37 <i>0.12</i>	**
Gender Identity													
Female	578	3.31 <i>0.98</i>	3.19 <i>0.97</i>	2.81 <i>0.90</i>	3.66 <i>0.96</i>	3.48 <i>0.95</i>	3.22 <i>0.97</i>	3.28 <i>1.03</i>	3.31 <i>0.92</i>	3.63 <i>1.04</i>	3.54 <i>0.93</i>	3.70 <i>0.72</i>	3.96 <i>0.75</i>
Male	458	3.18 <i>0.97</i>	3.05 <i>0.97</i>	2.85 <i>0.99</i>	3.75 <i>0.76</i>	3.40 <i>0.92</i>	3.20 <i>1.19</i>	3.19 <i>1.01</i>	3.22 <i>0.86</i>	3.40 <i>0.77</i>	3.61 <i>0.94</i>	3.74 <i>0.64</i>	3.74 <i>0.86</i>
Other	24	2.95 <i>1.02</i>	3.06 <i>0.63</i>	2.86 <i>0.25</i>	2.43 <i>1.59</i>	3.09 <i>1.05</i>	2.81 <i>1.43</i>		3.05 <i>0.25</i>		**	**	**
Blank	23	2.91 <i>1.07</i>	2.66 <i>1.06</i>	2.37 <i>0.54</i>	3.17 <i>0.27</i>	4.15 <i>0.69</i>			4.39 <i>0.64</i>	**			
Race/Ethnicity													
Minority	517	3.31 <i>0.97</i>	3.21 <i>1.01</i>	2.74 <i>0.85</i>	3.67 <i>0.89</i>	3.45 <i>0.91</i>	3.19 <i>1.08</i>	3.30 <i>1.02</i>	3.17 <i>0.78</i>	3.64 <i>0.80</i>	3.67 <i>0.87</i>	3.69 <i>0.66</i>	3.95 <i>0.76</i>
Non-Minority	481	3.25 <i>0.98</i>	3.10 <i>0.93</i>	2.85 <i>0.97</i>	3.69 <i>0.90</i>	3.54 <i>0.97</i>	3.29 <i>0.96</i>	3.39 <i>1.03</i>	3.57 <i>1.05</i>	3.39 <i>1.07</i>	3.49 <i>1.04</i>	3.73 <i>0.71</i>	3.86 <i>0.78</i>
Other-Blank/Blank	85	2.77 <i>0.95</i>	2.67 <i>0.93</i>	2.82 <i>0.91</i>	2.41 <i>1.42</i>	2.93 <i>0.87</i>	**	2.59 <i>0.71</i>	3.23 <i>0.88</i>	**	3.06 <i>0.53</i>	**	**

Scale range is 1-5. 1=Low Contribution, 5=High Contribution (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix S. Open and Transparent: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1070	3.09 0.98	2.92 0.96	2.71 0.95	3.45 1.04	3.35 0.93	3.11 0.92	3.12 1.00	3.21 0.84	3.51 0.95	3.41 0.94	3.51 0.83	3.96 0.75
Classification													
Instructional	607	3.04 0.95	2.82 0.94	2.67 0.89	3.37 1.02	3.31 0.88	3.14 0.89	3.13 0.95	3.16 0.68	3.41 0.89	3.31 0.92	3.57 0.84	4.05 0.65
Librarian	37	3.29 0.87	2.90 0.71		4.26 1.05	3.72 0.66		3.34 0.53	3.79 0.38		**	3.53 0.15	**
Researcher	60	2.91 0.94	2.84 0.96	**		3.56 0.28	3.51 0.29	**		**		**	
Specialist	135	3.06 0.95	3.05 0.92	2.67 0.75	3.47 0.80	3.10 1.11	2.34 0.57	3.02 1.38	3.00 0.50	4.33 0.32	2.98 1.25	**	2.67 0.11
County Agent	8	2.95 0.53	3.06 0.48			**	**						
Lecturer	114	3.49 1.17	3.21 1.26	3.51 1.30	3.73 1.21	3.60 1.06	3.46 1.10	2.99 1.34	3.56 1.22	4.63 0.52	3.64 0.63	3.38 0.90	4.55 0.44
Multiple classification	38	2.98 0.97	3.29 0.86	1.93 0.51	**	2.87 1.02	3.17 0.17	**	2.70 1.35	2.15 0.35	**	**	
Other	61	3.24 0.91	3.22 0.98	2.41 0.81	2.57 0.43	3.32 0.87	2.31 0.41	3.22 0.64	3.21 0.77	3.52 1.05	3.56 0.85	3.56 0.95	3.54 0.81
Blank	10	2.55 0.63	2.45 0.68	2.56 0.48		**				**			
Rank													
Rank 2	229	3.37 1.01	3.16 0.99	2.88 1.06	3.87 0.83	3.50 0.97	2.95 1.05	3.49 1.16	3.18 0.83	3.98 0.90	3.72 0.83	3.48 0.84	3.87 0.71
Rank 3	206	2.96 0.94	2.84 1.03	2.42 0.80	3.17 1.10	3.14 0.76	2.93 0.94	3.12 0.74	3.11 0.81	3.16 0.54	3.05 0.91	3.42 0.45	3.40 0.45
Rank 4	213	2.92 0.90	2.85 0.88	2.47 0.77	3.11 0.84	3.14 0.91	3.12 0.61	2.82 1.02	2.94 0.69	2.96 1.05	3.43 0.74	3.60 1.00	3.50 0.83

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	247	2.89 <i>0.87</i>	2.76 <i>0.81</i>	2.63 <i>0.70</i>	2.70 <i>0.79</i>	3.23 <i>0.92</i>	3.26 <i>0.90</i>	3.01 <i>0.99</i>	3.02 <i>0.52</i>	2.96 <i>0.23</i>	3.19 <i>1.16</i>	3.60 <i>0.89</i>	4.28 <i>0.61</i>
Blank	175	3.37 <i>1.09</i>	3.18 <i>1.10</i>	2.93 <i>1.08</i>	3.68 <i>1.19</i>	3.74 <i>0.92</i>	3.65 <i>0.70</i>	3.28 <i>0.83</i>	3.98 <i>0.99</i>	3.63 <i>1.13</i>	3.59 <i>0.71</i>	3.49 <i>0.79</i>	4.55 <i>0.44</i>
Appointment													
9-month	593	3.11 <i>1.00</i>	2.90 <i>0.99</i>	2.73 <i>1.03</i>	3.45 <i>1.10</i>	3.34 <i>0.92</i>	3.13 <i>0.91</i>	3.12 <i>1.03</i>	3.29 <i>0.86</i>	3.30 <i>0.87</i>	3.30 <i>0.84</i>	3.50 <i>0.85</i>	4.15 <i>0.65</i>
11-month	430	3.07 <i>0.91</i>	2.97 <i>0.89</i>	2.60 <i>0.72</i>	3.42 <i>0.94</i>	3.33 <i>0.91</i>	2.88 <i>0.80</i>	3.13 <i>0.88</i>	3.07 <i>0.74</i>	3.82 <i>0.94</i>	3.64 <i>1.11</i>	3.61 <i>0.81</i>	3.68 <i>0.81</i>
Blank	47	3.12 <i>1.29</i>	2.60 <i>1.32</i>	3.13 <i>1.26</i>	3.65 <i>0.45</i>	3.60 <i>1.13</i>	4.50 <i>0.50</i>	3.09 <i>1.21</i>	3.33 <i>1.10</i>	4.38 <i>0.88</i>	**	2.90 <i>0.22</i>	
Gender Identity													
Female	576	3.18 <i>0.96</i>	3.03 <i>0.96</i>	2.72 <i>0.88</i>	3.44 <i>1.09</i>	3.38 <i>0.91</i>	3.11 <i>0.84</i>	3.13 <i>0.94</i>	3.22 <i>0.83</i>	3.69 <i>1.08</i>	3.42 <i>0.84</i>	3.50 <i>0.83</i>	4.00 <i>0.70</i>
Male	449	3.02 <i>0.99</i>	2.84 <i>0.95</i>	2.77 <i>1.09</i>	3.72 <i>0.75</i>	3.28 <i>0.97</i>	3.14 <i>1.17</i>	3.11 <i>1.07</i>	3.11 <i>0.84</i>	3.31 <i>0.74</i>	3.36 <i>1.09</i>	3.56 <i>0.82</i>	3.88 <i>0.93</i>
Other	22	2.76 <i>0.89</i>	2.58 <i>0.62</i>	2.42 <i>0.09</i>	2.33 <i>1.35</i>	3.25 <i>0.71</i>	2.97 <i>0.82</i>		3.30 <i>0.20</i>		**	**	**
Blank	23	2.68 <i>1.00</i>	2.36 <i>0.96</i>	2.35 <i>0.56</i>	3.11 <i>0.01</i>	3.88 <i>0.67</i>			4.13 <i>0.58</i>	**			
Race/Ethnicity													
Minority	519	3.21 <i>0.98</i>	3.07 <i>1.00</i>	2.76 <i>0.86</i>	3.56 <i>1.03</i>	3.37 <i>0.92</i>	3.07 <i>0.97</i>	3.24 <i>1.05</i>	3.17 <i>0.79</i>	3.64 <i>0.83</i>	3.52 <i>0.83</i>	3.43 <i>0.87</i>	4.07 <i>0.68</i>
Non-Minority	473	3.05 <i>0.96</i>	2.86 <i>0.89</i>	2.75 <i>1.00</i>	3.47 <i>0.90</i>	3.37 <i>0.96</i>	3.17 <i>0.83</i>	3.09 <i>0.96</i>	3.27 <i>0.91</i>	3.38 <i>1.09</i>	3.34 <i>1.11</i>	3.61 <i>0.78</i>	3.84 <i>0.81</i>
Other-Blank/Blank	78	2.56 <i>0.91</i>	2.33 <i>0.86</i>	2.47 <i>0.95</i>	2.51 <i>1.38</i>	2.93 <i>0.73</i>		2.64 <i>0.66</i>	3.20 <i>0.81</i>	**	2.69 <i>0.08</i>	**	

Scale range is 1-5. 1=Low Contribution, 5=High Contribution (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix T. Native Hawaiian Culture: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1005	3.44 0.97	3.23 1.00	3.18 0.87	3.93 0.81	3.69 0.88	3.46 0.90	3.80 0.96	3.48 0.79	3.68 0.94	3.58 0.94	4.00 0.70	4.07 0.72
Classification													
Instructional	572	3.42 0.96	3.18 1.01	3.16 0.72	4.01 0.65	3.65 0.89	3.55 0.96	3.78 0.92	3.45 0.66	3.50 0.96	3.49 1.01	3.99 0.67	4.16 0.73
Librarian	34	3.62 0.82	3.25 0.74		4.37 0.89	4.01 0.57		3.92 0.41	4.20 0.30		4.69 0.01	4.03 0.58	3.25 0.05
Researcher	55	3.46 1.04	3.38 1.05	**		4.03 0.37	4.35 0.35	**		**		**	
Specialist	133	3.26 0.99	3.21 0.94	3.01 1.08	3.58 1.16	3.46 1.00	2.26 0.40	3.86 1.14	3.00 0.60	4.18 0.51	3.21 0.94	4.13 0.38	3.36 0.14
County Agent	6	2.83 0.47	2.82 0.52			**	**						
Lecturer	100	3.70 1.04	3.30 1.22	3.78 0.96	3.78 0.87	3.88 0.91	3.56 0.63	3.51 1.53	3.71 1.17	4.52 0.68	3.70 0.48	4.04 0.78	4.36 0.59
Multiple classification	37	3.24 0.89	3.26 0.90	2.67 0.72		3.45 0.81	3.29 0.29	**	3.45 0.94	3.52 0.81	**	**	
Other	57	3.66 0.92	3.29 1.08	4.35 0.65	3.82 0.62	3.76 0.82	3.19 0.69	4.25 0.83	3.36 0.70	4.06 0.96	3.90 0.54	4.11 0.73	4.04 0.68
Blank	11	3.21 1.02	3.57 0.95	2.35 0.78		**				**			
Rank													
Rank 2	217	3.52 1.01	3.22 1.02	3.16 0.79	3.86 0.97	3.71 0.97	3.11 0.97	3.73 1.16	3.37 0.88	4.06 1.03	3.79 0.75	4.07 0.76	3.80 0.81
Rank 3	193	3.28 0.91	3.10 0.98	2.74 0.94	3.76 0.52	3.48 0.78	3.43 0.93	3.79 0.74	3.48 0.34	3.11 0.80	3.04 0.99	4.04 0.54	3.67 0.36
Rank 4	205	3.35 1.02	3.15 1.06	3.18 0.79	4.02 0.87	3.61 0.91	3.50 0.68	3.74 1.08	3.21 0.91	3.62 0.85	3.34 0.68	4.01 0.72	4.35 0.62

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	232	3.43 <i>0.88</i>	3.26 <i>0.88</i>	3.42 <i>0.49</i>	3.53 <i>0.21</i>	3.78 <i>0.86</i>	4.11 <i>0.80</i>	3.83 <i>0.83</i>	3.32 <i>0.57</i>	3.89 <i>0.16</i>	3.87 <i>1.14</i>	4.18 <i>0.64</i>	4.28 <i>0.72</i>
Blank	158	3.64 <i>1.02</i>	3.43 <i>1.13</i>	3.31 <i>1.04</i>	4.31 <i>0.61</i>	3.92 <i>0.77</i>	3.73 <i>0.64</i>	4.31 <i>0.51</i>	4.14 <i>0.93</i>	3.69 <i>0.75</i>	3.73 <i>0.63</i>	3.69 <i>0.64</i>	4.36 <i>0.59</i>
Appointment													
9-month	549	3.49 <i>0.97</i>	3.22 <i>1.02</i>	3.31 <i>0.88</i>	4.01 <i>0.72</i>	3.69 <i>0.88</i>	3.51 <i>0.87</i>	3.83 <i>0.94</i>	3.61 <i>0.85</i>	3.44 <i>0.86</i>	3.47 <i>0.91</i>	4.02 <i>0.70</i>	4.25 <i>0.62</i>
11-month	414	3.36 <i>0.96</i>	3.21 <i>0.96</i>	3.05 <i>0.83</i>	3.77 <i>1.05</i>	3.67 <i>0.88</i>	3.23 <i>0.89</i>	3.73 <i>1.00</i>	3.34 <i>0.65</i>	4.09 <i>0.94</i>	3.82 <i>0.96</i>	4.07 <i>0.68</i>	3.81 <i>0.78</i>
Blank	42	3.55 <i>1.12</i>	3.48 <i>1.33</i>	2.97 <i>0.92</i>	3.56 <i>0.31</i>	3.82 <i>0.93</i>	4.50 <i>0.50</i>	4.00 <i>1.00</i>	3.22 <i>0.81</i>	4.42 <i>0.82</i>	**	3.33 <i>0.50</i>	
Gender Identity													
Female	544	3.47 <i>0.98</i>	3.22 <i>1.02</i>	3.10 <i>0.88</i>	3.85 <i>0.87</i>	3.74 <i>0.88</i>	3.44 <i>0.89</i>	3.87 <i>0.94</i>	3.56 <i>0.82</i>	3.88 <i>1.07</i>	3.60 <i>0.87</i>	4.01 <i>0.64</i>	4.03 <i>0.73</i>
Male	422	3.41 <i>0.96</i>	3.24 <i>0.98</i>	3.39 <i>0.82</i>	4.12 <i>0.70</i>	3.60 <i>0.91</i>	3.57 <i>1.02</i>	3.71 <i>0.98</i>	3.31 <i>0.75</i>	3.46 <i>0.71</i>	3.56 <i>1.05</i>	3.93 <i>0.79</i>	4.26 <i>0.68</i>
Other	21	3.30 <i>0.99</i>	2.76 <i>1.33</i>	3.40 <i>0.40</i>	3.33 <i>0.47</i>	3.68 <i>0.65</i>	3.41 <i>0.65</i>		3.70 <i>0.10</i>		**	**	**
Blank	18	3.25 <i>1.03</i>	3.31 <i>1.03</i>	2.26 <i>0.69</i>	**	3.81 <i>0.48</i>			4.00 <i>0.41</i>	**			
Race/Ethnicity													
Minority	492	3.41 <i>0.97</i>	3.14 <i>1.01</i>	3.07 <i>0.72</i>	3.94 <i>0.84</i>	3.65 <i>0.86</i>	3.38 <i>0.97</i>	3.73 <i>1.01</i>	3.37 <i>0.73</i>	3.71 <i>0.87</i>	3.81 <i>0.76</i>	3.88 <i>0.67</i>	4.06 <i>0.76</i>
Non-Minority	443	3.50 <i>0.97</i>	3.34 <i>0.98</i>	3.29 <i>0.91</i>	3.92 <i>0.76</i>	3.75 <i>0.93</i>	3.62 <i>0.79</i>	3.83 <i>0.91</i>	3.70 <i>0.89</i>	3.67 <i>1.05</i>	3.29 <i>1.11</i>	4.07 <i>0.71</i>	4.08 <i>0.67</i>
Other-Blank/Blank	70	3.24 <i>1.02</i>	2.92 <i>1.03</i>	3.12 <i>1.04</i>	3.85 <i>0.85</i>	3.65 <i>0.82</i>	**	4.03 <i>0.84</i>	3.50 <i>0.69</i>	**	2.75 <i>0.25</i>	**	

Scale range is 1-5. 1=Low Contribution, 5=High Contribution (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix U. Campus Climate: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1117	3.43 0.90	3.22 0.84	3.24 0.86	3.65 1.07	3.71 0.88	3.32 0.93	3.36 0.91	3.46 0.82	3.71 0.76	4.04 0.85	4.04 0.57	4.46 0.63
Classification													
Instructional	632	3.39 0.91	3.13 0.84	3.24 0.78	3.55 1.14	3.71 0.88	3.29 0.91	3.47 0.89	3.43 0.80	3.63 0.79	4.04 0.87	4.19 0.45	4.49 0.60
Librarian	38	3.63 0.80	3.28 0.78		4.13 0.77	4.13 0.46		3.67 0.23	4.00 0.13		4.32 0.07	4.21 0.33	4.88 0.13
Researcher	63	3.12 0.77	3.06 0.76	4.38 **		3.48 0.73	2.63 **	4.25 **		4.25 **		3.63 **	
Specialist	138	3.43 0.87	3.42 0.87	3.35 0.84	4.02 0.60	3.30 0.90	2.88 1.10	3.10 0.98	2.69 0.81	3.82 0.41	3.35 0.76	4.19 0.19	3.38 0.50
County Agent	8	3.50 0.61	3.57 0.62			3.00 **	3.00 **						
Lecturer	119	3.74 0.94	3.34 0.96	3.72 0.83	3.83 1.10	3.94 0.85	3.81 0.93	3.22 0.66	3.71 1.02	4.43 0.54	4.23 0.73	3.86 0.62	4.68 0.48
Multiple classification	40	3.34 0.79	3.47 0.74	2.68 0.61	2.75 **	3.41 0.85	3.75 0.75	3.13 **	3.10 0.90	2.94 0.31	4.88 **	3.75 **	
Other	65	3.47 0.89	3.38 0.71	2.44 1.06	2.75 0.75	3.60 0.91	2.67 0.04	1.82 0.59	3.48 0.59	4.04 0.55	4.09 0.83	3.84 0.81	4.45 0.59
Blank	14	3.18 0.87	3.10 0.59	2.75 1.27		3.83 0.57				3.25 **			4.12 0.49
Rank													
Rank 2	234	3.59 0.91	3.29 0.85	3.25 0.84	3.96 0.94	3.80 0.86	3.13 0.93	3.64 0.92	3.39 0.84	4.00 0.71	4.25 0.61	4.01 0.62	4.35 0.71
Rank 3	214	3.36 0.92	3.22 0.84	3.10 0.91	3.62 1.08	3.51 0.95	3.08 1.11	3.26 0.71	3.36 0.96	3.40 0.62	3.85 1.10	3.93 0.25	4.67 0.53
Rank 4	218	3.25 0.87	3.10 0.81	3.16 0.93	3.30 0.70	3.53 0.90	3.30 0.64	3.10 1.17	3.38 0.75	3.29 0.82	3.95 0.65	4.22 0.51	3.85 0.62

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	257	3.33 <i>0.86</i>	3.16 <i>0.83</i>	3.34 <i>0.71</i>	2.90 <i>1.18</i>	3.74 <i>0.79</i>	3.61 <i>0.75</i>	3.44 <i>0.71</i>	3.35 <i>0.48</i>	3.75 <i>0.10</i>	3.99 <i>0.97</i>	4.34 <i>0.50</i>	4.63 <i>0.45</i>
Blank	194	3.63 <i>0.89</i>	3.43 <i>0.84</i>	3.29 <i>0.85</i>	3.78 <i>1.20</i>	4.01 <i>0.78</i>	4.03 <i>0.64</i>	3.51 <i>0.75</i>	3.93 <i>0.87</i>	3.82 <i>0.83</i>	4.12 <i>0.72</i>	3.77 <i>0.55</i>	4.68 <i>0.42</i>
Appointment													
9-month	616	3.43 <i>0.91</i>	3.13 <i>0.82</i>	3.23 <i>0.83</i>	3.63 <i>1.14</i>	3.74 <i>0.85</i>	3.32 <i>0.98</i>	3.43 <i>0.90</i>	3.57 <i>0.73</i>	3.58 <i>0.74</i>	4.02 <i>0.80</i>	4.07 <i>0.50</i>	4.53 <i>0.61</i>
11-month	446	3.44 <i>0.88</i>	3.34 <i>0.82</i>	3.16 <i>0.93</i>	3.78 <i>0.80</i>	3.66 <i>0.94</i>	3.23 <i>0.82</i>	3.22 <i>0.96</i>	3.33 <i>0.87</i>	3.91 <i>0.67</i>	4.09 <i>1.04</i>	4.09 <i>0.62</i>	4.35 <i>0.66</i>
Blank	55	3.34 <i>0.98</i>	2.95 <i>1.01</i>	3.63 <i>0.52</i>	3.20 <i>1.19</i>	3.71 <i>0.85</i>	4.07 <i>0.57</i>	3.30 <i>0.56</i>	3.27 <i>1.08</i>	4.27 <i>0.74</i>	4.26 <i>0.11</i>	3.33 <i>0.51</i>	4.60 **
Gender Identity													
Female	598	3.50 <i>0.88</i>	3.30 <i>0.83</i>	3.22 <i>0.70</i>	3.60 <i>1.05</i>	3.76 <i>0.87</i>	3.49 <i>0.87</i>	3.31 <i>0.97</i>	3.53 <i>0.76</i>	3.76 <i>0.84</i>	3.98 <i>0.77</i>	3.99 <i>0.63</i>	4.62 <i>0.51</i>
Male	468	3.38 <i>0.90</i>	3.17 <i>0.84</i>	3.28 <i>0.92</i>	3.90 <i>0.97</i>	3.68 <i>0.88</i>	3.14 <i>0.96</i>	3.42 <i>0.83</i>	3.36 <i>0.89</i>	3.68 <i>0.65</i>	4.11 <i>0.96</i>	4.13 <i>0.43</i>	4.07 <i>0.74</i>
Other	26	3.10 <i>1.03</i>	2.95 <i>0.60</i>	4.32 <i>0.69</i>	2.74 <i>1.41</i>	3.15 <i>1.05</i>	2.42 <i>0.73</i>		2.51 <i>0.63</i>		4.50 <i>0.50</i>	3.75 **	4.00 **
Blank	25	2.98 <i>0.96</i>	2.82 <i>0.91</i>	2.53 <i>1.17</i>	3.51 <i>0.38</i>	3.78 <i>0.42</i>			3.96 <i>0.33</i>	3.25 **			
Race/Ethnicity													
Minority	536	3.52 <i>0.89</i>	3.36 <i>0.85</i>	3.22 <i>0.78</i>	3.60 <i>1.11</i>	3.73 <i>0.85</i>	3.36 <i>0.93</i>	3.36 <i>0.93</i>	3.39 <i>0.79</i>	3.84 <i>0.73</i>	4.12 <i>0.56</i>	4.11 <i>0.53</i>	4.50 <i>0.61</i>
Non-Minority	495	3.42 <i>0.87</i>	3.19 <i>0.79</i>	3.22 <i>0.87</i>	3.82 <i>0.89</i>	3.80 <i>0.86</i>	3.37 <i>0.85</i>	3.62 <i>0.65</i>	3.63 <i>0.82</i>	3.57 <i>0.77</i>	3.98 <i>1.15</i>	3.99 <i>0.60</i>	4.47 <i>0.63</i>
Other-Blank/Blank	86	2.89 <i>0.96</i>	2.61 <i>0.81</i>	3.35 <i>0.97</i>	2.86 <i>1.38</i>	3.12 <i>0.97</i>	1.43 **	2.64 <i>1.01</i>	3.35 <i>0.85</i>	3.25 **	3.50 <i>0.88</i>	3.75 **	3.63 **

Scale range is 1-5. 1=Strongly Disagree, 5=Strongly Agree (midpoint 3).

** Indicates single response that is unreported to avoid compromising confidentiality.

Appendix V. Satisfaction, Morale, Change in Morale, and Likelihood to Leave by Locus of Appointment and Campus

	Satisfaction*	Morale*	Change in Morale†	Likely to Leave‡
	Mean SD	Mean SD	Mean SD	Mean SD
Overall	6.23 2.50	5.66 2.65	4.56 2.70	2.67 1.44
Mānoa				
College of Arts & Sciences				
Arts & Humanities	6.22 2.51	5.45 2.72	4.50 2.36	3.25 1.36
Lang, Ling, & Lit	5.43 2.59	5.02 2.54	3.89 2.54	3.03 1.52
Natural Sciences	5.45 2.71	4.57 2.44	3.49 1.83	3.03 1.44
Social Sciences	5.59 2.65	5.06 2.78	3.98 2.70	3.01 1.39
School of Architecture	3.57 2.19	3.43 1.76	2.43 1.40	4.00 1.31
Shidler College of Business	6.88 1.78	6.29 2.11	5.19 1.55	2.81 1.17
College of Education	6.86 2.37	5.92 2.48	4.24 2.64	2.38 1.29
College of Engineering	5.58 2.56	5.83 2.70	5.27 2.38	2.96 1.49
College of Tropical Ag & HR	5.86 2.11	5.08 2.22	4.33 2.26	3.09 1.41
Hawaiʻinuiākea School of Hawaiian Knowledge	6.00 1.89	5.67 2.31	5.00 2.36	2.94 1.55
Institute for Astronomy	3.17 1.95	2.83 2.11	2.00 1.53	3.17 1.21
William S. Richardson School of Law	5.63 3.12	5.63 2.96	4.50 3.20	2.86 1.73
John A. Burns School of Medicine	6.68 2.29	6.48 2.67	5.00 2.83	2.66 1.33
School of Nursing and Dental Hygiene	7.45 1.44	6.83 1.95	5.75 3.34	2.79 1.44
School of Ocean & Earth Science and Tech	6.38 2.40	5.45 2.41	4.14 2.26	2.67 1.54
School of Pacific & Asian Studies	6.44 2.36	5.56 2.67	4.33 2.49	2.11 1.20
Myron B. Thompson School of Social Work	6.63 2.93	6.41 2.72	5.29 2.93	2.29 1.53
School of Travel Industry Management	6.33 3.09	6.00 3.56	3.50 2.50	1.00 0.00
Outreach College	7.20 0.98	6.80 1.33	5.00 1.41	2.20 0.98
Library Services	5.85 2.22	4.90 1.95	4.00 1.84	2.28 1.43
Academic Affairs/Services/Support	5.91 2.35	4.91 2.47	4.00 2.41	2.32 1.42
Student Affairs/Services/Support	5.42 1.85	4.00 2.55	3.17 2.51	3.50 1.43
Other	6.00 2.24	4.88 2.32	4.38 2.34	2.63 1.32
(blank)	5.50 2.32	4.92 2.27	3.43 1.92	3.00 1.20

	Satisfaction*	Morale*	Change in Morale†	Likely to Leave‡
	Mean SD	Mean SD	Mean SD	Mean SD
Hilo				
College of Agriculture, Forestry, & Natural Res Mgmt	5.50 1.66	2.50 0.50	1.50 0.50	2.63 0.96
College of Arts & Sciences				
Arts & Humanities	6.09 2.43	5.25 2.92	4.58 3.25	2.75 1.48
Natural Sciences	6.91 1.98	6.09 2.23	3.90 1.64	2.14 1.17
School of Nursing	4.67 3.30	5.67 3.40	2.33 1.89	4.00 1.08
Social Sciences	5.07 2.52	4.07 2.25	2.80 2.17	2.80 1.18
College of Business and Economics	8.00 1.00	7.50 1.50	1.00 0.00	3.00 2.00
Ka Haka 'Ula O Ke'elikōlani	5.67 0.94	4.00 1.00	4.33 0.47	2.50 1.08
College of Continuing Education and Community Service	**	**	**	**
College of Pharmacy	4.72 2.82	4.83 2.89	4.00 2.83	2.86 1.40
Academic Affairs/Services/Support	3.50 1.50	3.00 2.00	3.00 1.00	4.50 0.50
Student Affairs/Services/Support	4.50 3.77	3.75 2.95	1.75 1.30	3.50 0.50
Other	7.00 1.58	7.25 0.43	6.50 0.50	2.00 0.82
(blank)	8.00 0.00	6.00 0.82	3.33 2.05	3.00 0.00
West O'ahu				
Education	7.40 2.42	8.20 2.71	7.60 3.38	2.80 1.83
Humanities	7.86 1.25	7.00 1.41	5.50 1.59	2.00 1.28
Public Administration	8.25 2.90	7.38 2.78	6.88 3.06	2.31 1.43
Business Administration	7.20 2.52	6.90 2.81	5.80 2.71	2.00 1.34
Social Sciences	4.75 1.64	4.00 2.54	3.11 2.18	3.17 1.25
Academic Affairs/Services/Support	7.75 1.48	6.00 2.92	6.50 3.77	1.75 0.75
Student Affairs/Services/Support	7.75 1.56	7.25 2.33	6.75 2.17	1.88 0.93
Other	**	**	**	**
(blank)	3.75 2.68	3.50 1.80	3.00 1.87	3.38 0.96

	Satisfaction*	Morale ⁺	Change in Morale [†]	Likely to Leave [‡]
	Mean SD	Mean SD	Mean SD	Mean SD
UH Community Colleges				
Hawaiian Studies	7.50 1.71	7.83 1.46	6.67 2.29	1.08 0.19
Liberal Arts	6.16 2.45	5.66 2.68	4.62 2.91	2.41 1.40
Natural Sciences	6.89 2.26	6.56 2.54	5.30 2.59	2.20 1.26
Social Sciences	7.48 1.89	6.89 2.30	5.85 2.84	2.33 1.57
Business Education	6.53 3.15	5.82 3.15	5.24 3.08	1.97 1.22
Food Services	4.86 2.47	5.14 2.10	3.43 2.26	3.07 1.52
Health Services	6.68 2.54	6.10 2.77	5.49 2.59	2.47 1.51
Public Services	**	**	**	**
Technology	6.60 2.33	6.00 2.66	4.89 2.65	2.74 1.58
Other Career and Technical Education	7.16 1.93	7.11 2.07	6.32 2.45	1.97 1.28
Office of Continuing Education and Training	5.00 3.00	6.83 2.67	5.20 3.43	2.92 1.48
Academic Affairs/Services/Support	6.42 2.21	5.97 2.52	4.74 2.66	2.72 1.54
Student Affairs/Services/Support	5.89 2.25	5.15 2.44	4.26 2.66	3.19 1.17
Other	8.00 1.51	7.45 1.47	5.95 2.87	2.03 1.12
(blank)	5.63 2.34	5.24 2.62	4.47 2.75	2.82 0.95

** Indicates small sample size that is unreported to avoid compromising confidentiality.

* Scale range is 1-10. 1=Low Satisfaction; 10=High Satisfaction (Midpoint 5.5).

⁺ Scale range is 1-10. 1=Low Morale; 10=High Morale (Midpoint 5.5).

[†] Scale range is 1-10. 1=Declined; 10=Improved (Midpoint 5.5).

[‡] Scale range is 1-5. 1=Not Likely; 10=Very Likely (Midpoint 3).

Appendix W. Change in Morale Over Time, UH Mānoa

	Year									
	2018	2014	2006	2002	1998	1994	1992	1990	1987	1985
Mean	4.2	4.3	5.1	4.9	3.6	4.3	4.6	4.7	4.6	3.8
Difference from Midpoint	-1.3	-1.2	-0.4	-0.6	-1.9	-1.2	-0.9	-0.8	-0.9	-1.7

Appendix X: Faculty Satisfaction: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1114	6.23 2.50	6.01 2.50	5.63 2.64	7.06 2.46	6.54 2.41	5.30 2.67	6.28 2.45	6.23 2.19	6.28 2.37	7.15 2.40	7.11 2.16	7.85 1.79
Classification													
Instructional	630	6.21 2.51	5.96 2.56	5.80 2.40	6.45 2.77	6.56 2.38	5.07 2.68	6.39 2.40	6.27 2.09	6.19 2.45	7.07 2.45	7.64 1.85	8.18 0.86
Librarian	37	6.73 2.09	6.09 2.25		8.33 1.25	7.50 1.32		7.00 1.87	**		8.00 1.00	8.50 0.50	7.50 0.50
Researcher	64	5.50 2.39	5.37 2.32	**		6.00 2.45	5.50 2.50	6.50 1.50		**		**	
Specialist	136	6.29 2.43	6.41 2.28	5.75 3.31	8.00 1.33	5.35 2.60	3.67 1.70	5.00 2.94	6.50 0.50	7.33 1.25	5.20 3.19	6.00 2.00	4.50 1.50
County Agent	8	6.50 2.00	6.86 1.88			**	**						
Lecturer	117	6.96 2.60	5.94 3.07	6.71 2.12	8.33 1.41	7.33 2.31	7.11 2.13	6.83 2.34	6.69 2.61	7.67 1.70	8.18 1.70	6.76 2.36	9.14 1.12
Multiple classification	39	5.74 2.32	6.04 1.94	3.80 2.40	**	5.90 2.66	6.50 1.50		6.00 2.45	3.50 2.50	**	**	
Other	64	6.06 2.43	6.65 2.50	**	7.00 1.00	5.83 2.34	1.50 0.50	5.25 2.28	5.63 2.23	5.75 1.48	6.50 1.26	6.83 2.27	7.33 2.49
Blank	19	5.16 2.25	5.40 2.20	2.33 0.94		6.17 1.57	**			**	**	**	5.00 2.00
Rank													
Rank 2	228	6.34 2.54	5.88 2.56	5.53 2.68	7.48 2.22	6.59 2.46	5.00 2.28	6.67 2.44	5.25 2.55	7.00 2.15	7.67 1.89	7.33 2.08	7.88 1.96
Rank 3	212	5.95 2.39	5.87 2.26	5.10 2.74	7.31 2.58	5.95 2.40	4.82 2.92	5.82 2.15	6.14 1.79	5.60 1.62	6.50 3.15	6.00 2.67	7.40 1.85
Rank 4	215	5.84 2.39	5.91 2.39	4.82 2.50	6.00 2.00	5.94 2.36	4.78 2.66	5.60 2.44	5.63 2.09	4.75 3.03	6.00 1.79	7.80 1.40	7.20 1.47

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	256	6.36 2.48	6.10 2.58	6.79 1.93	5.00 3.11	6.95 2.12	6.00 2.61	6.50 2.50	6.61 1.58	6.00 2.16	7.53 2.33	7.75 1.92	**
Blank	203	6.66 2.60	6.23 2.65	5.82 2.77	8.00 1.68	7.30 2.36	6.86 2.36	7.57 2.32	7.63 2.20	6.57 2.66	7.50 2.25	6.42 2.18	8.33 2.16
Appointment													
9-month	609	6.20 2.56	5.77 2.63	5.79 2.45	6.77 2.75	6.65 2.37	5.38 2.82	6.21 2.46	6.54 1.88	6.00 2.57	7.11 2.17	7.39 2.04	8.56 1.17
11-month	444	6.32 2.38	6.32 2.28	5.29 2.88	7.75 1.30	6.39 2.46	4.93 2.38	6.67 2.36	5.79 2.42	6.73 1.91	6.88 3.01	7.17 2.01	7.29 1.79
Blank	61	5.90 2.68	5.44 2.83	6.14 2.47	7.67 1.70	6.13 2.52	6.33 2.05	5.00 2.24	6.20 2.79	7.00 1.41	8.75 0.83	4.50 2.06	**
Gender Identity													
Female	594	6.35 2.43	6.09 2.42	5.74 2.54	7.06 2.29	6.66 2.38	5.63 2.67	6.34 2.41	6.49 2.11	6.48 2.46	6.95 2.54	7.00 2.18	8.17 1.34
Male	461	6.18 2.56	5.97 2.59	5.88 2.64	7.43 2.40	6.45 2.43	5.40 2.46	6.20 2.50	5.84 2.22	6.06 2.30	7.46 2.22	7.32 2.23	7.00 2.49
Other	27	5.19 2.80	5.10 2.59	6.50 1.50	6.20 3.54	4.50 2.54	2.25 1.09		4.00 2.00		6.50 1.50	**	**
Blank	32	5.59 2.33	5.79 2.21	2.00 1.00	5.50 0.50	7.14 0.99	**		7.67 0.94	**	**	**	
Race/Ethnicity													
Minority	531	6.40 2.41	6.21 2.43	5.50 2.61	7.09 2.59	6.64 2.26	5.25 2.52	6.46 2.34	6.04 2.18	7.13 1.92	7.40 1.87	7.12 1.99	8.06 1.63
Non-Minority	492	6.28 2.55	6.06 2.51	6.12 2.60	7.35 2.11	6.55 2.60	5.53 2.91	6.59 2.44	6.60 1.96	5.06 2.49	6.83 3.18	7.11 2.38	7.67 1.99
Other-Blank/Blank	91	4.95 2.40	4.60 2.33	3.90 2.07	5.00 2.45	5.75 2.33	4.00 2.00	4.78 2.35	6.15 2.60	**	6.50 1.12	**	**

Scale range is 1-10. 1=Low Satisfaction; 10=High Satisfaction (Midpoint 5.5).

** Indicates small sample size that is unreported to avoid compromising confidentiality.

Appendix Y: Faculty Morale: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1115	5.66 2.65	5.36 2.59	4.95 2.67	6.43 2.75	6.08 2.63	4.74 2.77	5.64 2.66	5.66 2.55	5.71 2.54	6.91 2.40	6.98 2.28	7.30 2.12
Classification													
Instructional	631	5.67 2.63	5.31 2.60	5.17 2.54	6.00 2.80	6.16 2.57	4.44 2.75	5.80 2.72	5.87 2.29	5.56 2.67	6.83 2.28	7.61 1.84	7.78 1.58
Librarian	38	6.00 2.16	5.27 2.22		7.67 0.47	6.85 1.75		6.25 1.79	7.00 1.00		6.50 2.50	8.00 0.82	6.50 1.50
Researcher	63	4.75 2.38	4.72 2.32	**		5.60 2.73	4.00 3.00	**		**		**	
Specialist	138	5.57 2.67	5.65 2.62	5.50 3.04	7.44 2.11	4.48 2.46	3.67 1.70	4.50 2.93	3.00 2.00	5.33 2.05	4.60 2.87	6.00 1.00	4.00 1.00
County Agent	8	5.88 2.26	5.86 2.42			**	**						
Lecturer	118	6.49 2.88	5.56 3.19	6.43 2.38	7.40 2.80	6.88 2.62	6.56 2.36	5.83 2.41	6.31 3.29	8.00 1.41	7.91 1.78	6.29 2.63	8.83 0.90
Multiple classification	40	5.05 2.40	5.57 2.30	2.40 1.20	**	5.09 2.31	6.00 1.00	**	4.50 2.29	3.00 2.00	**	**	
Other	65	5.55 2.62	6.15 2.03	3.50 2.50	3.50 2.50	5.46 2.77	**	3.33 0.94	4.81 2.51	6.25 1.30	7.33 2.43	6.71 2.76	6.33 2.49
Blank	14	4.00 2.07	4.50 2.18	2.33 0.94		4.33 1.70				**			4.00 2.00
Rank													
Rank 2	235	5.96 2.71	5.37 2.53	4.89 2.94	7.29 2.33	6.31 2.69	4.13 2.96	6.29 2.79	5.30 2.63	6.44 2.52	7.44 1.57	7.18 2.27	7.56 2.11
Rank 3	212	5.30 2.53	5.02 2.52	4.70 2.90	6.46 2.56	5.53 2.40	4.55 2.81	5.29 2.02	5.73 2.28	5.30 1.68	5.92 3.23	6.13 1.83	6.20 1.94
Rank 4	216	5.32 2.51	5.34 2.38	4.75 2.70	5.50 2.11	5.41 2.70	4.33 2.54	5.06 3.11	4.81 2.53	3.40 2.24	6.20 1.54	7.80 1.78	6.00 2.00

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	255	5.58 2.58	5.29 2.60	5.64 2.16	4.83 3.44	6.25 2.37	5.60 1.85	5.53 2.42	5.26 2.11	6.67 0.47	7.13 2.55	7.63 2.00	8.17 0.69
Blank	197	6.14 2.84	5.86 2.82	4.82 2.53	6.46 3.08	6.97 2.65	6.50 2.22	7.20 2.32	7.44 2.55	5.86 3.14	7.45 2.43	6.00 2.63	7.88 2.37
Appointment													
9-month	615	5.66 2.69	5.19 2.65	5.19 2.48	6.20 2.92	6.15 2.61	4.72 2.80	5.63 2.68	5.85 2.58	5.26 2.67	6.76 2.04	7.22 2.15	8.16 1.60
11-month	445	5.66 2.56	5.56 2.47	4.33 2.77	6.88 2.26	6.02 2.58	4.53 2.65	5.95 2.62	5.42 2.36	6.36 1.92	7.00 3.20	7.05 2.09	6.46 1.95
Blank	55	5.55 2.93	5.08 2.89	6.14 2.75	7.33 2.05	5.62 3.02	6.50 2.50	4.25 2.17	5.40 3.26	7.33 2.05	8.67 1.25	3.67 2.49	**
Gender Identity													
Female	597	5.80 2.60	5.51 2.55	5.10 2.57	6.49 2.77	6.16 2.56	5.03 2.72	5.56 2.53	5.84 2.51	5.96 2.68	6.74 2.33	6.83 2.36	7.65 1.68
Male	466	5.58 2.70	5.26 2.65	5.09 2.80	6.95 2.34	6.05 2.69	4.90 2.77	5.74 2.79	5.41 2.54	5.41 2.38	7.16 2.57	7.23 2.17	6.33 2.83
Other	26	4.58 2.63	4.78 2.25	5.50 0.50	4.40 3.32	4.30 2.76	2.00 1.22		3.00 2.00		7.00 1.00	**	**
Blank	26	4.69 2.30	4.81 2.04	2.00 1.00	5.00 2.00	6.75 1.79			7.33 1.70	**			
Race/Ethnicity													
Minority	534	5.90 2.60	5.69 2.56	5.00 2.53	6.27 2.92	6.19 2.56	4.75 2.69	5.76 2.71	5.44 2.51	6.65 2.22	7.15 2.03	7.15 2.07	7.39 2.19
Non-Minority	494	5.65 2.64	5.31 2.57	5.21 2.73	7.04 2.14	6.15 2.66	4.88 2.89	6.05 2.31	6.30 2.30	4.47 2.48	6.61 2.97	6.84 2.48	7.29 2.08
Other-Blank/Blank	87	4.16 2.52	3.81 2.23	3.92 2.53	3.75 3.11	4.86 2.68	**	4.00 2.74	5.08 2.92	**	6.00 1.41	**	**

Scale range is 1-10. 1=Low Morale; 10=High Morale (Midpoint 5.5).

** Indicates small sample size that is unreported to avoid compromising confidentiality.

Appendix Z: Faculty Change in Morale Since 2014: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1103	4.56 2.70	4.23 2.50	3.60 2.52	5.62 2.88	5.04 2.82	4.13 2.70	4.57 2.88	4.76 2.60	4.57 2.70	5.82 2.90	5.66 2.72	6.16 2.68
Classification													
Instructional	626	4.48 2.65	4.08 2.43	3.44 2.23	5.11 2.95	5.08 2.77	4.19 2.74	4.78 2.91	4.85 2.50	4.61 2.76	5.59 2.95	5.78 2.57	6.69 2.02
Librarian	38	5.13 2.56	4.27 2.16		8.33 2.36	5.85 2.41		5.25 2.86	6.50 0.50		4.50 1.50	8.33 1.25	4.00 1.00
Researcher	62	3.97 2.35	3.88 2.29	**		4.80 2.93	3.00 2.00	**		**		**	
Specialist	138	4.48 2.76	4.50 2.65	4.50 3.20	7.22 1.93	3.30 2.53	2.33 1.89	3.50 2.81	2.50 1.50	3.33 2.62	4.00 2.68	5.00 2.00	1.50 0.50
County Agent	8	4.63 1.65	4.57 1.76			**	**						
Lecturer	114	5.48 2.95	4.82 3.04	5.71 3.15	5.70 2.53	5.78 2.88	5.00 2.60	4.50 2.57	5.15 3.42	6.00 0.82	7.40 1.85	5.25 2.90	7.71 2.05
Multiple classification	40	4.45 2.66	4.61 2.53	1.80 0.75	**	5.18 2.85	6.50 1.50	**	6.25 2.05	**	**	**	
Other	64	4.61 2.67	5.05 2.38	3.50 2.50	3.50 2.50	4.50 2.77	**	2.33 0.47	3.81 2.04	5.25 2.28	6.17 3.13	5.67 2.87	6.00 3.27
Blank	13	2.62 1.69	2.57 1.50	1.67 0.94		3.67 2.05				**			3.50 2.50
Rank													
Rank 2	233	4.88 2.83	4.39 2.55	3.89 3.00	6.29 2.71	5.14 2.88	3.20 2.17	5.71 2.96	3.60 2.80	5.38 2.60	6.50 2.46	6.00 2.71	5.88 2.47
Rank 3	213	4.45 2.62	4.13 2.56	3.20 2.71	6.15 2.85	4.71 2.49	4.18 2.98	4.53 2.68	5.14 2.01	4.45 1.92	5.08 3.07	4.38 2.00	4.80 2.14
Rank 4	216	4.18 2.44	4.07 2.23	3.47 1.91	5.00 2.83	4.42 2.75	4.44 2.99	3.56 2.47	4.63 2.34	2.40 1.74	3.70 2.49	6.90 2.26	5.00 2.83

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	255	4.31 2.55	4.07 2.37	3.21 2.40	3.17 2.11	5.14 2.74	5.20 2.32	4.20 2.76	4.43 2.36	3.67 0.94	6.27 2.91	5.43 2.77	7.67 1.60
Blank	186	5.08 2.95	4.70 2.85	3.90 2.41	5.62 2.82	5.97 3.04	5.20 2.40	5.80 3.25	6.31 2.78	4.86 3.83	7.11 2.33	4.90 2.95	6.88 2.93
Appointment													
9-month	607	4.56 2.75	4.08 2.50	3.72 2.58	5.30 2.95	5.08 2.87	4.14 2.90	4.37 2.86	5.07 2.79	4.21 2.69	5.57 2.78	5.76 2.68	7.11 2.13
11-month	445	4.61 2.60	4.43 2.47	3.23 2.34	6.50 2.67	5.07 2.67	4.07 2.38	5.35 2.83	4.39 2.17	4.91 2.47	6.29 3.21	5.79 2.46	5.23 2.69
Blank	51	4.18 2.80	3.65 2.58	4.67 2.56	5.67 1.70	4.42 3.10	** 1.92	2.75 1.92	4.20 2.93	6.67 2.49	7.50 1.50	3.67 3.77	**
Gender Identity													
Female	589	4.71 2.74	4.35 2.57	3.71 2.50	5.66 2.90	5.15 2.81	4.59 2.85	4.53 2.71	5.04 2.62	5.00 2.98	5.72 2.90	5.18 2.80	6.41 2.46
Male	463	4.46 2.65	4.15 2.43	3.73 2.61	6.00 2.78	4.95 2.85	3.44 1.77	4.61 3.06	4.35 2.55	4.06 2.27	6.08 2.98	6.38 2.46	5.44 3.17
Other	27	3.74 2.29	3.90 2.17	3.50 1.50	3.80 2.64	3.60 2.33	2.00 1.73		2.50 1.50		4.50 0.50	**	**
Blank	24	3.83 2.49	3.71 2.43	1.50 0.87	5.50 2.50	5.75 1.48			6.33 1.25	**			
Race/Ethnicity													
Minority	528	4.90 2.76	4.63 2.65	3.82 2.62	5.58 2.92	5.25 2.80	4.48 2.66	4.65 2.92	4.72 2.66	5.57 2.62	6.13 2.74	5.68 2.68	6.44 2.60
Non-Minority	490	4.43 2.59	4.09 2.35	3.38 2.33	5.96 2.67	5.05 2.79	3.76 2.69	5.05 2.72	5.23 2.33	3.33 2.33	5.87 2.88	5.60 2.79	5.87 2.83
Other-Blank/Blank	85	3.18 2.33	2.78 1.79	3.83 2.79	3.75 3.11	3.39 2.55	** 2.42	2.88 2.42	3.85 2.66	**	1.33 0.47	**	**

Scale range is 1-10. 1=Declined; 10=Improved (Midpoint 5.5).

** Indicates small sample size that is unreported to avoid compromising confidentiality.

Appendix AA: Likelihood to Leave: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender Identity, Race/Ethnicity, and Campus

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
	N	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD	Mean SD
Overall	1120	2.67 1.44	2.85 1.45	2.78 1.33	2.37 1.41	2.46 1.41	2.83 1.47	2.35 1.39	2.60 1.41	2.42 1.39	2.30 1.36	2.38 1.37	2.28 1.45
Classification													
Instructional	635	2.57 1.41	2.80 1.41	2.66 1.29	2.53 1.46	2.28 1.38	2.67 1.45	2.20 1.30	2.38 1.42	2.25 1.40	2.08 1.25	2.39 1.53	1.97 1.26
Librarian	38	2.32 1.44	2.16 1.41		2.00 0.71	2.65 1.55		3.88 1.14	1.75 0.75		2.50 1.50	2.67 1.70	1.25 0.25
Researcher	63	3.02 1.52	3.00 1.53	**		2.90 1.28	4.00 1.00	**		**		**	
Specialist	137	2.76 1.43	2.80 1.45	3.13 0.96	1.72 0.85	2.87 1.47	2.17 0.85	2.42 1.59	4.25 0.75	2.33 0.94	3.50 1.34	3.00 1.00	3.00 2.00
County Agent	8	2.81 1.46	2.86 1.55			**	**						
Lecturer	120	2.70 1.45	3.44 1.26	2.19 1.41	2.40 1.51	2.40 1.39	3.17 1.70	1.58 0.61	2.73 1.49	1.67 0.94	2.32 1.21	2.38 1.19	2.00 1.41
Multiple classification	40	3.01 1.47	2.57 1.39	3.80 1.12	**	3.41 1.43	2.25 0.75	**	3.50 1.12	3.00 2.00	**	**	
Other	65	3.00 1.38	3.28 1.59	**	1.50 0.50	2.94 1.26	4.00 1.00	3.67 0.47	3.03 1.14	3.75 0.75	2.25 1.46	1.86 0.99	3.83 0.24
Blank	14	3.07 1.58	2.88 1.69	3.00 1.63		3.67 0.94				**			4.00 1.00
Rank													
Rank 2	234	2.76 1.43	3.12 1.43	2.85 1.01	2.26 1.35	2.57 1.43	3.57 1.55	1.57 0.70	3.30 1.35	2.38 1.23	2.50 1.39	2.32 1.15	2.00 1.49
Rank 3	212	2.60 1.41	2.88 1.42	3.60 0.99	2.04 1.38	2.24 1.31	1.77 1.03	2.41 1.23	2.30 1.29	2.41 1.33	2.12 1.46	2.38 1.41	2.10 1.36
Rank 4	218	2.65 1.36	2.69 1.34	2.44 1.28	2.35 1.18	2.66 1.43	2.61 1.12	3.16 1.49	2.53 1.36	3.00 1.79	2.45 1.31	1.95 1.19	3.10 1.36

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	257	2.65	2.72	2.29	3.33	2.51	2.40	2.43	2.52	2.17	2.23	3.50	2.25
		1.56	1.59	1.48	1.80	1.45	0.73	1.56	1.42	1.31	1.46	1.58	0.95
Blank	199	2.71	2.98	2.91	2.46	2.28	3.58	1.50	2.34	2.21	2.14	2.09	2.22
		1.40	1.34	1.38	1.29	1.39	1.43	0.63	1.40	1.41	1.00	1.29	1.62
Appointment													
9-month	619	2.61	2.96	2.61	2.40	2.27	2.53	2.21	2.25	2.18	2.18	2.43	2.05
		1.43	1.43	1.30	1.41	1.38	1.50	1.32	1.39	1.43	1.24	1.41	1.35
11-month	446	2.75	2.74	3.13	2.16	2.74	3.17	2.60	3.00	3.05	2.62	2.23	2.39
		1.45	1.48	1.24	1.31	1.41	1.26	1.56	1.28	1.16	1.63	1.27	1.43
Blank	55	2.84	2.78	2.17	3.17	3.05	4.50	2.63	3.40	2.33	2.33	2.83	**
		1.41	1.33	1.46	1.65	1.38	0.50	0.82	1.46	0.94	1.25	1.43	
Gender Identity													
Female	601	2.63	2.79	2.92	2.47	2.42	2.50	2.36	2.74	2.28	2.33	2.35	2.02
		1.42	1.41	1.14	1.38	1.44	1.39	1.50	1.47	1.54	1.40	1.34	1.32
Male	466	2.69	2.87	2.58	2.19	2.49	3.20	2.34	2.43	2.56	2.29	2.45	2.94
		1.47	1.51	1.45	1.41	1.35	1.42	1.24	1.27	1.19	1.34	1.45	1.64
Other	27	3.11	3.45	1.50	2.40	3.45	4.50		4.25		1.75	**	**
		1.36	1.01	0.50	1.50	1.33	0.50		0.75		0.75		
Blank	26	2.87	3.06	3.50	2.50	1.63			1.17	**			
		1.39	1.21	1.66	1.50	0.82			0.24				
Race/Ethnicity													
Minority	537	2.62	2.78	2.89	2.24	2.47	2.77	2.36	2.73	2.28	2.40	2.30	2.11
		1.40	1.43	1.21	1.19	1.39	1.49	1.30	1.44	1.37	1.27	1.34	1.36
Non-Minority	496	2.63	2.81	2.67	2.44	2.35	2.85	2.02	2.13	2.56	2.19	2.47	2.43
		1.48	1.48	1.39	1.65	1.42	1.44	1.36	1.16	1.43	1.53	1.41	1.57
Other-Blank/Blank	87	3.23	3.50	2.88	3.00	3.00	**	3.19	3.15	**	1.83	**	**
		1.33	1.22	1.36	1.22	1.41		1.50	1.50		0.85		

Scale range is 1-5. 1=Not Likely; 5=Likely (Midpoint 3).

** Indicates small sample size that is unreported to avoid compromising confidentiality.

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

This instrument has been developed to examine the quality of worklife among faculty throughout the University of Hawai'i system and to identify areas for improving faculty job satisfaction. Participation in this research project is completely voluntary. By completing this survey, you are granting the consent for the confidential use of this information. Your responses are very important to the representativeness of the results. Your confidentiality is protected because this survey is completely anonymous. Responses will be consolidated per question, including the "Locus of appointment" and comments sections, further protecting your anonymity.

Issues listed below are those that typically are thought to affect the quality of faculty worklife. Please read each statement carefully and indicate the extent to which you agree or disagree. Selecting NA indicates that the issue is not applicable to you personally.

	Strongly Disagree		Neutral		Strongly Agree	Not Applicable
<u>Professional worklife</u>						
1. I feel appreciated for my work.	SD	D	N	A	SA	NA
2. I am enthusiastic about my work.	SD	D	N	A	SA	NA
3. I am intellectually stimulated by my work.	SD	D	N	A	SA	NA
4. I enjoy my faculty position.	SD	D	N	A	SA	NA
5. I share a common purpose with my colleagues.	SD	D	N	A	SA	NA
6. I have sufficient autonomy in my work.	SD	D	N	A	SA	NA
7. My work responsibilities are well-balanced.	SD	D	N	A	SA	NA
8. My undergraduate teaching load is appropriate.	SD	D	N	A	SA	NA
9. My graduate teaching load is appropriate.	SD	D	N	A	SA	NA
10. Committee load is evenly distributed in my unit.	SD	D	N	A	SA	NA
11. Advising load is evenly distributed in my unit.	SD	D	N	A	SA	NA
12. Service to my campus is rewarding for me.	SD	D	N	A	SA	NA
13. Service to the community is rewarding for me.	SD	D	N	A	SA	NA
14. Consulting opportunities are available to me.	SD	D	N	A	SA	NA
15. I have adequate access to the technologies I need to do my work.	SD	D	N	A	SA	NA
16. My physical work environment is pleasant.	SD	D	N	A	SA	NA
17. I have not experienced abuse of authority at work.	SD	D	N	A	SA	NA
18. I feel safe from violence (physical and/or emotional) in my work setting.	SD	D	N	A	SA	NA
19. I have not experienced prejudice, discrimination, racism or homophobia at work.	SD	D	N	A	SA	NA
20. I feel free to stand up/speak out against prejudice, discrimination, racism, homophobia, etc.	SD	D	N	A	SA	NA
21. I have not heard ethnic, sexual, gender or religious slurs directed to others at work.	SD	D	N	A	SA	NA
22. There is no bullying in the work environment.	SD	D	N	A	SA	NA
23. I do not have to worry about someone taking credit for my work.	SD	D	N	A	SA	NA
24. Secretive meetings behind closed doors do not happen in my unit.	SD	D	N	A	SA	NA
25. People in my unit do not intentionally exclude others from activities.	SD	D	N	A	SA	NA

	Strongly Disagree		Neutral		Strongly Agree		Not Applicable
26. People at work do not circumvent the normal grievance process (go over someone's head).	SD	D	N	A	SA		NA
27. I do not fear retaliation at work.	SD	D	N	A	SA		NA
28. The reputation of UH is an asset to me.	SD	D	N	A	SA		NA

29. On a scale of 1 to 10, please indicate your current level of satisfaction with respect to your worklife at UH.

Low Satisfaction					High Satisfaction						
1	2	3	4	5	6	7	8	9	10		
					Strongly Disagree		Neutral		Strongly Agree		Not Applicable

Reward/evaluation system

30. My campus rewards teaching.	SD	D	N	A	SA		NA
31. My campus rewards research/scholarship.	SD	D	N	A	SA		NA
32. My campus rewards service.	SD	D	N	A	SA		NA
33. I am provided appropriate feedback at contract renewal time.	SD	D	N	A	SA		NA
34. The process for tenure is fair.	SD	D	N	A	SA		NA
35. The process for promotion is fair.	SD	D	N	A	SA		NA
36. Post-tenure review is useful.	SD	D	N	A	SA		NA

Collegial relations

37. I have good relations with my chair.	SD	D	N	A	SA		NA
38. I receive support for my career from my chair.	SD	D	N	A	SA		NA
39. My social fit with my department/unit is good.	SD	D	N	A	SA		NA
40. My intellectual fit with my department/unit is good.	SD	D	N	A	SA		NA
41. Relations within my department/unit are collegial.	SD	D	N	A	SA		NA
42. Relations among faculty on my campus are collegial.	SD	D	N	A	SA		NA

Faculty Governance

Faculty input at the department level is adequate for:

43. academic decisions	SD	D	N	A	SA		NA
44. budget decisions	SD	D	N	A	SA		NA
45. personnel decisions	SD	D	N	A	SA		NA

Faculty input at the college/unit level is adequate for:

46. academic decisions	SD	D	N	A	SA		NA
47. budget decisions	SD	D	N	A	SA		NA
48. personnel decisions	SD	D	N	A	SA		NA

Faculty input at the university level is adequate for:

49. academic decisions	SD	D	N	A	SA		NA
50. budget decisions	SD	D	N	A	SA		NA
51. personnel decisions	SD	D	N	A	SA		NA

52. Protection of academic freedom is ensured.	SD	D	N	A	SA		NA
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	Strongly Disagree		Neutral		Strongly Agree	Not Applicable
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Personal Factors

53. My housing is adequate for my needs.	SD	D	N	A	SA	NA
54. My standard of living is adequate.	SD	D	N	A	SA	NA
55. I am satisfied with my current salary.	SD	D	N	A	SA	NA
56. Fringe benefits meet my needs.	SD	D	N	A	SA	NA
57. Retirement benefits meet my expectations.	SD	D	N	A	SA	NA
58. Health benefits meet my expectations.	SD	D	N	A	SA	NA

Support Services

59. Library resources are adequate to support my work.	SD	D	N	A	SA	NA
60. Research support services are sufficient.	SD	D	N	A	SA	NA
61. Instructional support services are adequate.	SD	D	N	A	SA	NA
62. Technological support services are adequate.	SD	D	N	A	SA	NA
63. Facilities are repaired & maintained.	SD	D	N	A	SA	NA
64. Computing facilities meet my needs.	SD	D	N	A	SA	NA
65. Support for my professional travel is adequate.	SD	D	N	A	SA	NA
66. Graduate assistant support is available to me.	SD	D	N	A	SA	NA
67. I have sufficient clerical support.	SD	D	N	A	SA	NA
68. Institutional funds for research/scholarship are accessible.	SD	D	N	A	SA	NA
69. Access to extramural research funds for research/training is well-supported.	SD	D	N	A	SA	NA
70. Opportunities for professional development are supported.	SD	D	N	A	SA	NA
71. My campus provides adequate support services for students.	SD	D	N	A	SA	NA

Please take a moment to review the issues/factors 1-71 listed, and list **three** of these factors (or others) that have the most **negative** impact on your worklife.

72. Negative Factor 1. _____ 73. Negative Factor 2. _____ 74. Negative Factor 3. _____
Other factor(s) not listed: _____

Please take a moment to review the issues/factors 1-71 listed, and list **three** of these factors (or others) that have the most **positive** impact on your worklife.

75. Positive Factor 1. _____ 76. Positive Factor 2. _____ 77. Positive Factor 3. _____
Other factor(s) not listed: _____

Please respond to each of the following on a 5 point scale, from **weak** to **strong** in the first section, from **low** to **high** confidence in the second. Circling "3" indicates a midpoint on each continuum.

Please rate the way you view the **advocacy for University faculty by:**

	Weak Advocacy			Strong Advocacy			Not Applicable
78. Your Department/Division Chair	1	2	3	4	5		NA
79. Your Dean/Director	1	2	3	4	5		NA
80. Your Chancellor	1	2	3	4	5		NA
81. Other Campus Administrators	1	2	3	4	5		NA

	Weak Advocacy			Strong Advocacy			Not Applicable
82. Campus Faculty Senate/Congress	1	2	3	4	5		NA
83. University President	1	2	3	4	5		NA
84. Vice President for Community Colleges	1	2	3	4	5		NA
85. System Administrators	1	2	3	4	5		NA
86. Board of Regents	1	2	3	4	5		NA
87. Legislature	1	2	3	4	5		NA
88. Governor	1	2	3	4	5		NA
89. Collective Bargaining Unit	1	2	3	4	5		NA

Please rate the **confidence you have in the leadership** exhibited by:

	Low Confidence			High Confidence			Not Applicable
90. Your Department/Division Chair	1	2	3	4	5		NA
91. Your Dean/Director	1	2	3	4	5		NA
92. Your Chancellor	1	2	3	4	5		NA
93. Other Campus Administrators	1	2	3	4	5		NA
94. Campus Faculty Senate	1	2	3	4	5		NA
95. University President	1	2	3	4	5		NA
96. Vice President for Community Colleges	1	2	3	4	5		NA
97. System Administrators	1	2	3	4	5		NA
98. Board of Regents	1	2	3	4	5		NA
99. Legislature	1	2	3	4	5		NA
100. Governor	1	2	3	4	5		NA
101. Collective Bargaining Unit	1	2	3	4	5		NA

Please rate the **contribution to creating a campus culture of civility and collaboration** provided by:

	Low Contribution			High Contribution			Not Applicable
102. Your Department/Division Chair	1	2	3	4	5		NA
103. Your Dean/Director	1	2	3	4	5		NA
104. Your Chancellor	1	2	3	4	5		NA
105. Other Campus Administrators	1	2	3	4	5		NA
106. Campus Faculty Senate	1	2	3	4	5		NA
107. University President	1	2	3	4	5		NA
108. Vice President for Community Colleges	1	2	3	4	5		NA
109. System Administrators	1	2	3	4	5		NA
110. Board of Regents	1	2	3	4	5		NA
111. Collective Bargaining Unit	1	2	3	4	5		NA

Please rate the **contribution to open and transparent campus communications** made by:

	Low Contribution			High Contribution			Not Applicable
112. Your Department/Division Chair	1	2	3	4	5		NA
113. Your Dean/Director	1	2	3	4	5		NA
114. Your Chancellor	1	2	3	4	5		NA
115. Other Campus Administrators	1	2	3	4	5		NA
116. Campus Faculty Senate	1	2	3	4	5		NA
117. University President	1	2	3	4	5		NA
118. Vice President for Community Colleges	1	2	3	4	5		NA
119. System Administrators	1	2	3	4	5		NA
120. Board of Regents	1	2	3	4	5		NA
121. Collective Bargaining Unit	1	2	3	4	5		NA

Please rate the **contribution to fostering a campus environment that honors the culture of Native Hawaiian/indigenous populations** made by:

	Low Contribution			High Contribution			Not Applicable
122. Your Department/Division Chair	1	2	3	4	5		NA
123. Your Dean/Director	1	2	3	4	5		NA
124. Your Chancellor	1	2	3	4	5		NA
125. Other Campus Administrators	1	2	3	4	5		NA
126. Campus Faculty Senate	1	2	3	4	5		NA
127. University President	1	2	3	4	5		NA
128. Vice President for Community Colleges	1	2	3	4	5		NA
129. System Administrators	1	2	3	4	5		NA
130. Board of Regents	1	2	3	4	5		NA
131. Collective Bargaining Unit	1	2	3	4	5		NA

Future Plans

By 2020 (two years from today):

	Not Likely				Very Likely
132. How likely are you to leave your current position?	1	2	3	4	5
133. How likely are you to seek another job within the institution or system?	1	2	3	4	5
134. How likely are you to leave the institution?	1	2	3	4	5
135. How likely are you to leave your career/profession?	1	2	3	4	5

Campus

Please indicate your agreement with the following statements about your campus.

	Strongly Disagree		Neutral		Strongly Agree	Not Applicable
136. There is a sense of community on my campus.	SD	D	N	A	SA	NA
137. I am loyal to this campus.	SD	D	N	A	SA	NA
138. My campus is a good place to work.	SD	D	N	A	SA	NA
139. This campus values the faculty.	SD	D	N	A	SA	NA
140. This campus supports my scholarly goals.	SD	D	N	A	SA	NA
141. This is a fair campus.	SD	D	N	A	SA	NA
142. I am proud to work at this campus.	SD	D	N	A	SA	NA
143. My access to campus parking is adequate.	SD	D	N	A	SA	NA

144. On a scale of 1 to 10, please indicate your current level of morale with respect to your experience at UH.

Low Morale					High Morale				
1	2	3	4	5	6	7	8	9	10

145. How do you perceive your personal morale, with respect to your institutional experience, has changed since 2014 (the time of the last survey) or since you became a faculty member at your institution?

Declined				Unchanged				Improved	
1	2	3	4	5	6	7	8	9	10

Faculty Allocation of Time

In the next section, we ask you to allocate your total work time in a typical fall semester into several categories. We realize that they are not mutually exclusive categories (e.g., research may include teaching; preparing a course may be part of professional growth). We ask, however, that you allocate as best you can the proportion of your time spent in activities whose primary focus falls within the indicated categories. In column B, indicate what percentage of your time you would prefer to spend in each of the listed categories.

146. A. Percent of Work Time Spent	Please write in a percentage on each line. If not sure, give your best estimate; if none, write in "0".	147. B. Percent of Work Time Preferred
%	a. Teaching (including teaching, grading papers, preparing courses; developing new curricula; advising or supervising students; working with student organizations or intramural athletics)	%
%	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)	%
%	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)	%
%	d. Administration	%
%	e. Outside Consulting or Freelance Work	%
%	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/associations; other activities or work not listed in a-e)	%
100%	Please be sure that the percentages you provide add up to 100% of the total time.	100%

Demographic Information

Please indicate your faculty classification, rank, gender, and race/ethnicity:

148. Faculty classification:

- Instructional County Agent
 Librarian Lecturer
 Researcher Multiple classification (specify _____)
 Specialist Other (specify _____)

149. Rank:

- Dept. Chair Non-Dept. Chair

150. _____ Rank 2 _____ Rank 3 _____ Rank 4 _____ Rank 5

(Note: If multiple classification, select highest rank)

151. If lecturer:

- Lecturer A Lecturer B Lecturer C

152. Full-time/Part-time Status:

- Full-time (1.00 FTE) Part-time (<1.00 FTE)

153. Tenure:

- Tenured Tenure track Non-tenure track

154. Gender Identity:

- Female Male Transgender
 Intersex Genderqueer Other

155. Race/Ethnicity (select all that apply):

Native Hawaiian or Pacific Islander:

- Hawaiian/Part-Hawaiian/Mixed Hawaiian
 Samoan
 Tongan
 Guamanian or Chamorro
 Micronesian
 Other Pacific Islander

 Caucasian or White
 African American or Black
 American Indian/Alaskan Native
 Hispanic
 Other (specify _____)

Asian:

- Asian Indian
 Chinese
 Filipino
 Japanese
 Korean
 Laotian
 Thai
 Vietnamese
 Other Asian

156. Number of years as a faculty member at your institution _____

157. Current appointment: _____ 9-month _____ 11-month

158. Please indicate your campus of appointment (home base campus).

- _____ Hawai'i
- _____ Hilo
- _____ Honolulu
- _____ Kapi'olani
- _____ Kaua'i
- _____ Leeward
- _____ Mānoa
- _____ Maui
- _____ West O'ahu
- _____ Windward

University of Hawai'i at Mānoa

- _____ College of Arts & Sciences: Arts & Humanities
- _____ College of Arts & Sciences: Lang, Ling, & Lit
- _____ College of Arts & Sciences: Natural Sciences
- _____ College of Arts & Sciences: Social Sciences
- _____ School of Architecture
- _____ Shidler College of Business
- _____ College of Education
- _____ College of Engineering
- _____ College of Tropical Ag & HR
- _____ Hawai'i inuiākea School of Hawaiian Knowledge
- _____ William S. Richardson School of Law
- _____ John A. Burns School of Medicine
- _____ School of Nursing and Dental Hygiene
- _____ School of Ocean & Earth Science and Tech
- _____ School of Pacific & Asian Studies
- _____ Myron B. Thompson School of Social Work
- _____ School of Travel Industry Management
- _____ Outreach College
- _____ Library Services
- _____ Academic Affairs/Services/Support
- _____ Student Affairs/Services/Support
- _____ Other: (specify _____)

University of Hawai'i at Hilo

- _____ College of Agriculture, Forestry, & Natural Res Mgmt
- _____ College of Arts & Sciences: Arts & Humanities
- _____ College of Arts & Sciences: Natural Sciences
- _____ College of Arts & Sciences: School of Nursing
- _____ College of Arts & Sciences: Social Sciences
- _____ College of Business and Economics
- _____ Ka Haka 'Ula O Ke'elikōlani
- _____ College of Continuing Education and Community Service
- _____ Library Services
- _____ College of Pharmacy
- _____ Academic Affairs/Services/Support
- _____ Student Affairs/Services/Support
- _____ Other: (specify _____)

University of Hawai'i–West O'ahu

- _____ Education
- _____ Humanities
- _____ Public Administration
- _____ Business Administration
- _____ Social Sciences
- _____ Academic Affairs/Services/Support
- _____ Student Affairs/Services/Support
- _____ Other: (specify _____)

University of Hawai'i Community Colleges

- _____ Hawaiian Studies
 - _____ Liberal Arts
 - _____ Natural Sciences
 - _____ Social Sciences
 - _____ Business Education
 - _____ Food Services
 - _____ Health Services
 - _____ Public Services
 - _____ Technology
 - _____ Academic Affairs/Services/Support
 - _____ Student Affairs/Services/Support
 - _____ Other Career and Technical Education
 - _____ Office of Continuing Education and Training
 - _____ Other: (specify _____)
-

Please feel free to make other comments.

Thank you very much for your time and effort. Your participation is greatly appreciated.