

QUALITY OF FACULTY WORKLIFE: THE UNIVERSITY OF HAWAI'I

Spring 2022

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 2022 that the Office of the Vice President for Academic Strategy (OVPAS) 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. The 2022 survey went largely unchanged for purposes of comparison and longitudinal analysis during the period which experienced unprecedented change brought out by the covid pandemic.

Method

The study included 4,043 members of the UH faculty (≥ 0.50 FTE). Faculty were contacted via email by the OVPAS 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 OVPAS in conjunction with follow up email reminders yielded 873 usable responses. 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	4,043	873	21.6%	21.6%
UH Mānoa	2,252	450	11.1%	20.0%
UH Hilo	278	64	1.6%	23.0%
UH West O‘ahu	211	44	1.1%	20.9%
UH Community Colleges	1,302	315	7.8%	24.2%
Hawai‘i	151	42	1.0%	27.8%
Honolulu	173	41	1.0%	23.7%
Kapi‘olani	321	76	1.9%	23.7%
Kaua‘i	89	28	0.7%	31.5%
Leeward	280	71	1.8%	25.4%
Maui	165	37	0.9%	22.4%
Windward	123	20	0.5%	16.3%

* The 1998, 2002, 2006, 2014, 2018 and 2022 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 21.6 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 (61%) 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 (87%), and are female (53%). Caucasians form the plurality ethnic group (46%).

Survey respondents are overrepresented in comparison to the spring 2022 faculty population in the categories of gender (females overrepresented compared to males), ethnicity (non-minority overrepresented compared to minority) and faculty classification (instructional overrepresented compared to lecturers). Direct comparisons between the population and the respondents are hampered by the number of respondents who left the demographic section blank (13%).

Table 2. Demographics on Respondents by Major Unit

	Spring 2022 Population		Survey Repondents									
			Overall		UHM		UHH		UHWO		UHCC	
Faculty Classification												
Instructional	2,178	53.9%	533	61.1%	257	57.1%	42	65.6%	28	63.6%	206	65.4%
Librarian	60	1.5%	31	3.6%	17	3.8%	1	1.6%	2	4.5%	11	3.5%
Researcher	193	4.8%	34	3.9%	33	7.3%		0.0%		0.0%	1	0.3%
Specialist	385	9.5%	108	12.4%	83	18.4%	7	10.9%	4	9.1%	14	4.4%
County Agent	41	1.0%	5	0.6%	5	1.1%		0.0%		0.0%	0	0.0%
Lecturer	979	24.2%	72	8.2%	20	4.4%	8	12.5%	9	20.5%	35	11.1%
Multiple classification	0	0.0%	25	2.9%	15	3.3%	1	1.6%		0.0%	9	2.9%
Other	207	5.1%	52	6.0%	15	3.3%	1	1.6%	1	2.3%	35	11.1%
Blank/No Answer	0	0.0%	13	1.5%	5	1.1%	4	6.3%		0.0%	4	1.3%
Rank												
Rank 2	537	17.5%	153	17.5%	67	14.9%	15	23.4%	9	20.5%	62	19.7%
Rank 3	863	28.2%	184	21.1%	91	20.2%	5	7.8%	12	27.3%	76	24.1%
Rank 4	712	23.2%	193	22.1%	99	22.0%	13	20.3%	7	15.9%	74	23.5%
Rank 5	952	31.1%	231	26.5%	144	32.0%	16	25.0%	10	22.7%	61	19.4%
Blank/No Answer	0	0.0%	112	12.8%	49	10.9%	15	23.4%	6	13.6%	42	13.3%

	Spring 2022 Population		Survey Repondents									
			Overall		UHM		UHH		UHWO		UHCC	
Rank If Lecturer												
Lecturer A	460	47.0%	36	4.1%	9	2.0%	5	7.8%	3	6.8%	19	6.0%
Lecturer B	178	18.2%	21	2.4%	4	0.9%	6	9.4%	5	11.4%	6	1.9%
Lecturer C	341	34.8%	36	4.1%	14	3.1%	3	4.7%	1	2.3%	18	5.7%
Blank/No Answer	0	0.0%	780	89.3%	423	94.0%	50	78.1%	35	79.5%	272	86.3%
Appointment												
9-month	1,585	51.7%	481	55.1%	216	48.0%	39	60.9%	29	65.9%	197	62.5%
11-month	1,479	48.3%	349	40.0%	217	48.2%	18	28.1%	9	20.5%	105	33.3%
Blank/No Answer	0	0.0%	43	4.9%	17	3.8%	7	10.9%	6	13.6%	13	4.1%
Employment Status												
Full-time (1.00 FTE)	2,746	67.9%	760	87.1%	386	85.8%	52	81.3%	38	86.4%	284	90.2%
Part-time (<1.00 FTE)	1,297	32.1%	77	8.8%	45	10.0%	7	10.9%	3	6.8%	22	7.0%
Blank/No Answer	0	0.0%	36	4.1%	19	4.2%	5	7.8%	3	6.8%	9	2.9%
Tenure Status												
Tenured	1,756	57.3%	512	58.6%	258	57.3%	38	59.4%	20	45.5%	196	62.2%
Tenure track	483	15.8%	147	16.8%	68	15.1%	7	10.9%	11	25.0%	61	19.4%
Non-tenure track	825	26.9%	190	21.8%	111	24.7%	15	23.4%	12	27.3%	52	16.5%
Blank/No Answer	0	0.0%	24	2.7%	13	2.9%	4	6.3%	1	2.3%	6	1.9%
Gender												
Female	2,109	51.0%	476	54.5%	242	53.8%	31	48.4%	29	65.9%	174	55.2%
Male	1,934	49.0%	337	38.6%	175	38.9%	26	40.6%	13	29.5%	123	39.0%
Other‡			30	3.4%	16	3.6%	2	3.1%	2	4.6%	10	3.2%
Blank/No Answer	0	0.0%	30	3.4%	17	3.8%	5	7.8%	0	0%	8	2.5%
Minority/Non-minority+												
Minority	2,284	56.5%	387	44.3%	173	38.4%	24	37.5%	20	45.5%	170	54.0%
Non-minority	1,757	43.5%	400	45.8%	235	52.2%	32	50.0%	20	45.5%	113	35.9%
Other-Blank/Blank/No Answer	2	0.0%	86	9.9%	42	9.3%	8	12.5%	4	9.1%	32	10.2%

Race/Ethnicity	Spring 2022 Population		Survey Repondents									
			Overall		UHM		UHH		UHWO		UHCC	
African American or Black	64	1.6%	6	0.7%	1	0.2%	0	0.0%	1	2.3%	4	1.3%
Asian (Mixed, Other)	102	2.5%	32	3.7%	10	2.2%	2	3.1%	1	2.3%	19	6.0%
Caucasian or White	1,757	43.5%	400	45.9%	235	52.4%	32	50.0%	20	45.5%	113	35.9%
Chinese	341	8.4%	29	3.3%	17	3.8%	2	3.1%	0	0.0%	10	3.2%
Filipino	239	5.9%	22	2.5%	7	1.6%	2	3.1%	1	2.3%	12	3.8%
Native Hawaiian or Part-Hawaiian	450	11.1%	92	10.5%	33	7.3%	8	12.5%	9	20.5%	42	13.3%
Hispanic/Latino	113	2.8%	15	1.7%	8	1.8%	1	1.6%	0	0.0%	6	1.9%
Japanese	562	13.9%	93	10.7%	40	8.9%	3	4.7%	4	9.1%	46	14.6%
Korean	133	3.3%	4	0.5%	2	0.4%	0	0.0%	0	0.0%	2	0.6%
American Indian or Alaskan Native	40	1.0%	3	0.3%	1	0.2%	0	0.0%	1	2.3%	1	0.3%
Pacific Islander (Mixed, Other)	49	1.2%	7	0.8%	4	0.9%	1	1.6%	0	0.0%	2	0.6%
South Asian Indian	88	2.2%	3	0.3%	3	0.7%	0	0.0%	0	0.0%	0	0.0%
Mixed Race/Ethnicity	103	2.5%	80	9.2%	48	10.7%	5	7.8%	3	6.8%	24	7.6%
Other	0	0.0%	2	0.2%	0	0.0%	0	0.0%	0	0.0%	2	0.6%
Other-Blank/Blank/No Answer	2	0.0%	84	9.6%	42	8.9%	8	12.5%	4	9.1%	32	10.2%

* 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 2006, 2014 and 2018 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 2022, "work enthusiasm", "autonomy" and "work intellectual stimulation" ranked in the top three respectively. "Enjoyment of faculty position" and "share common purpose" were other positive elements cited.

Table 3. Most Positive Aspects of Faculty Worklife

2022	2018	2014	2006
1. Work enthusiasm	1. Work enthusiasm	1. Department/unit relations	1. Faculty relations
2. Autonomy	2. Work intellectual stimulation	2. Community service	2. Community service
3. Work intellectual stimulation	3. Autonomy	3. Physical work environment	3. Relations with dept chair
4. Enjoyment of faculty position	4. Enjoyment of faculty position	4. Relations with dept chair	4. Campus service
5. Share common purpose	5. Work appreciation	5. Social fit with dept/unit	5. Undergraduate teaching load

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”, “work responsibilities” and “abuse of authority” were other negative elements cited. A very close sixth negative aspect was “bullying”.

Table 4. Most Negative Aspects of Faculty Worklife

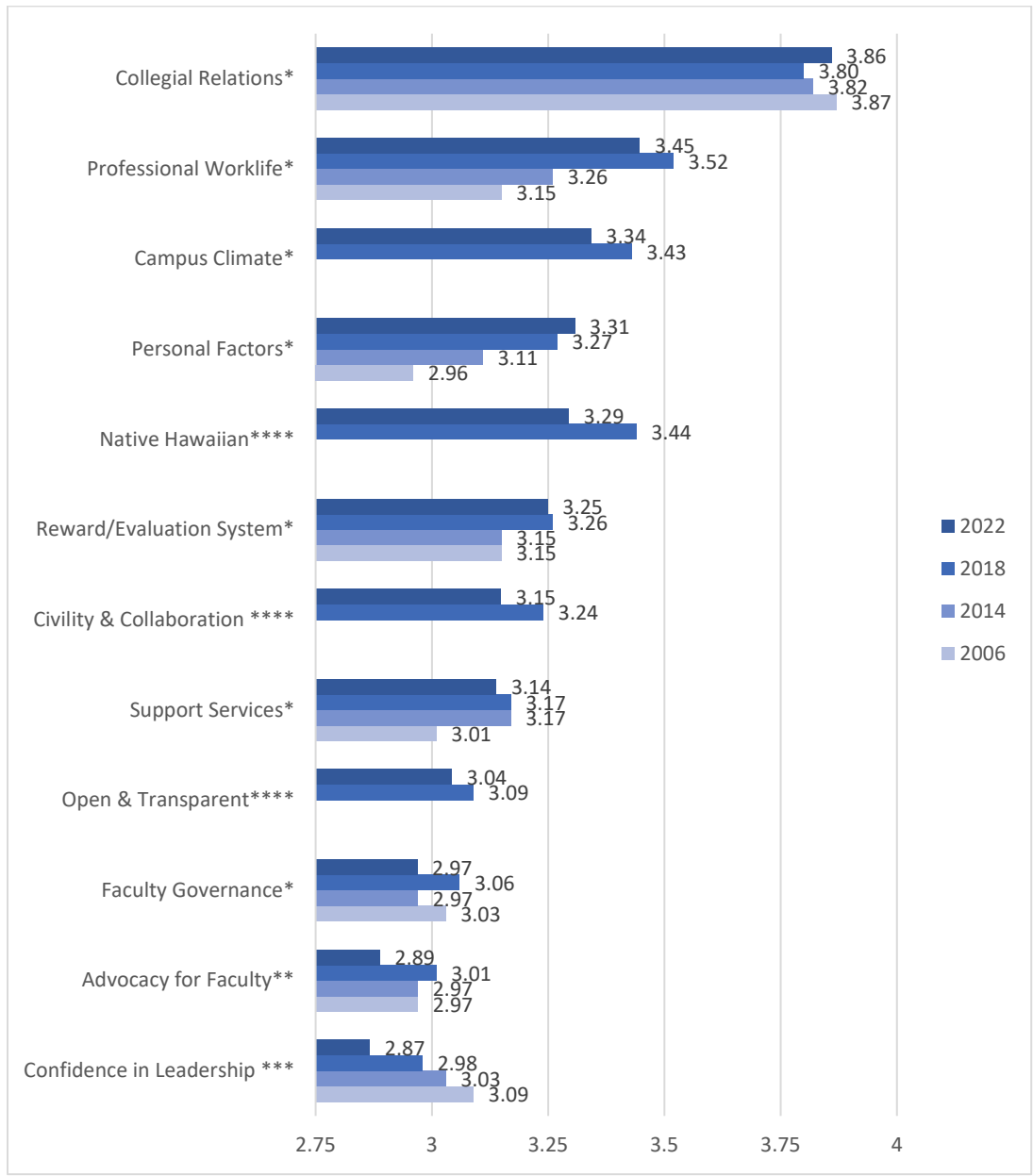
2022	2018	2014	2006
1. Current salary	1. Current salary	1. Current salary	1. Current salary
2. Work appreciation	2. Work appreciation	2. Facilities	2. Undergraduate teaching load
3. Work responsibilities	3. Facilities	3. Clerical support	3. Clerical support
4. Abuse of authority	4. Bullying	4. Support for travel	4. Committee load distribution
5. Facilities	5. Work responsibilities	5. Undergraduate teaching load	5. Physical work environment

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 2022 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 were new to the 2018 survey.

Student section eliminated in the 2018 survey.

In 2022, nine of the twelve dimensions had a mean that was higher than the midpoint (3.00). Two of the twelve dimensions showed slight increases and ten decreased relative to means reported in 2014.

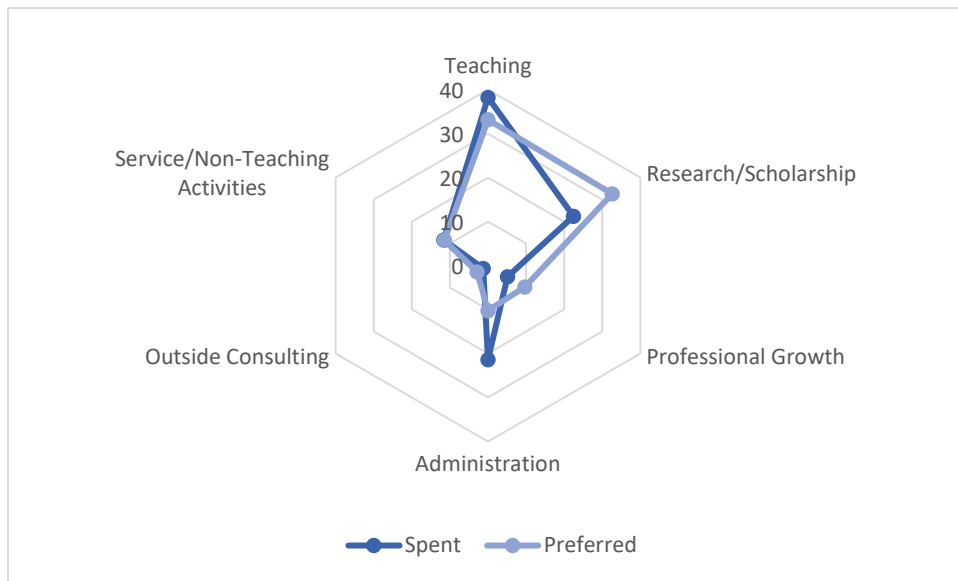
Appendix E provides the means and standard deviations for each of the twelve dimensions by campus. Appendices J-U provide the means and standard deviations for faculty members on each of the twelve quality of worklife dimensions by faculty classification, rank, appointment period, gender identity and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

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

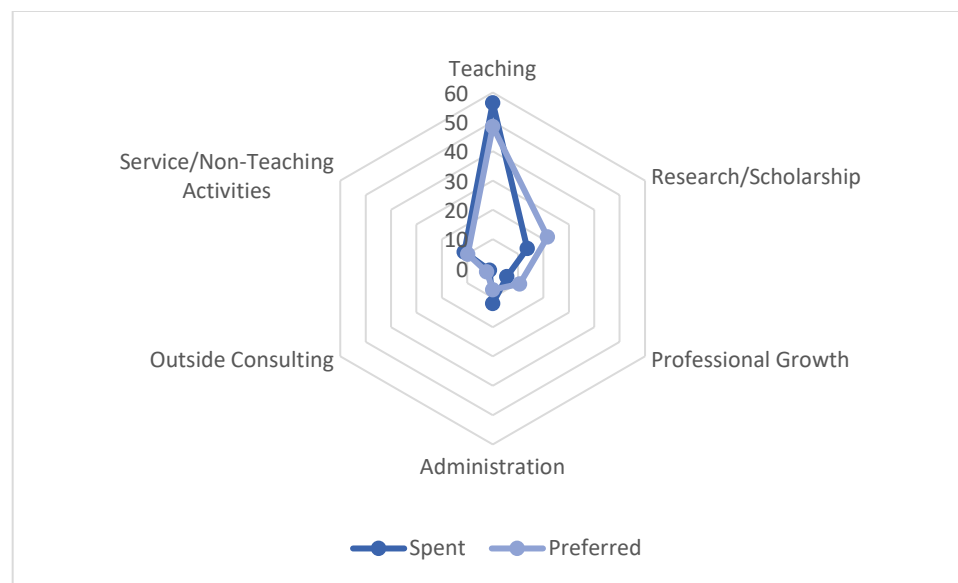
Faculty were asked to indicate how they allocate their time across typical faculty activities: teaching, research, professional growth, administration, consulting, and service. They were also asked how they would prefer to spend their time. As these activities are most appropriate to instructional faculty, 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

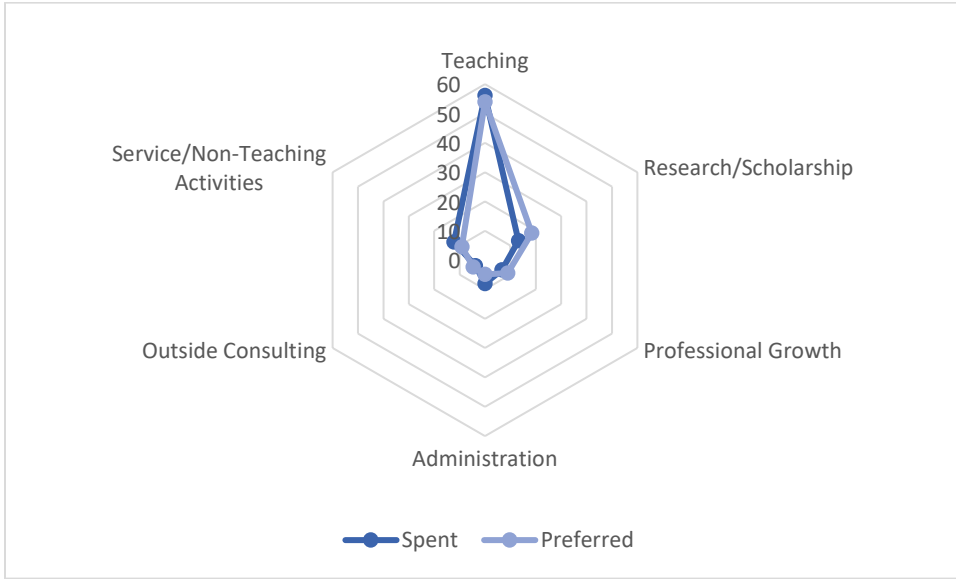
UH Mānoa



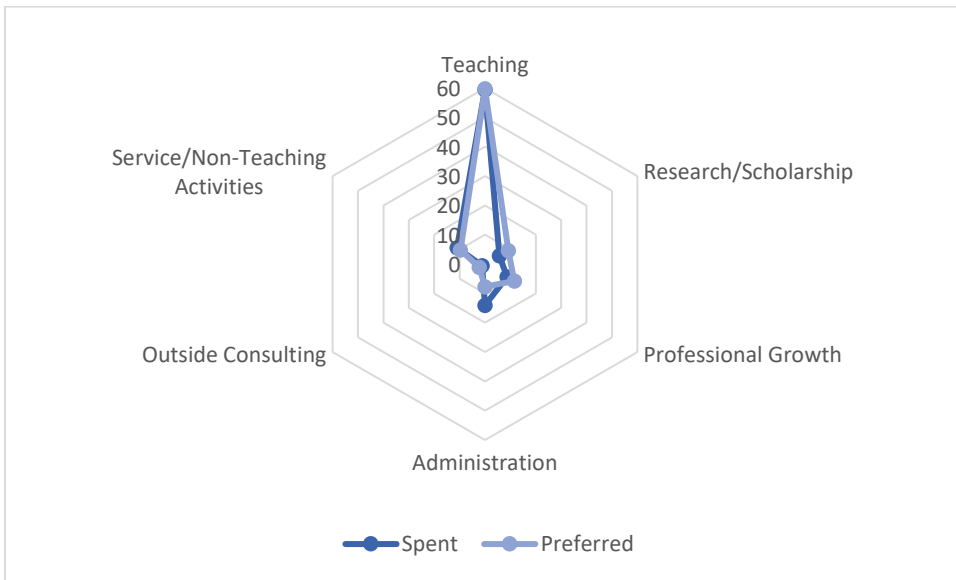
UH Hilo



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 38 percent of their time on teaching activities, Hilo faculty report 57 percent, West O’ahu 56 percent and Community College faculty report 59 percent. When asked how much time they *prefer* to spend on teaching activities, faculty at all four-year institutions indicated they would prefer to spend less time teaching. The differences range from a high of nine percentage points (Hilo) to a low of two percentage points (West O’ahu). Community College faculty spent and preferred percentages were aligned within one percentage point.

Instructional faculty at Mānoa spend about 22 percent of their time on research and scholarly activities and would prefer to increase that amount by 11 percentage points. Hilo and West O’ahu faculty spend 14 and 13 percent on research and scholarly activities and would like to increase that by eight and five percentage points respectively. Community College faculty members spend about six percent in such activities and would prefer to allocate another three percentage points.

Instructional faculty within all units report spending from five to nine 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 8 to 21 percent of their time on administrative activities and would prefer to spend five to ten percent. Less than four percent of instructional faculty time is spent on outside consulting or freelance work; however, faculty from all campuses would prefer to spend around double. Instructional faculty from all four major units spend between 11 and 12 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 (5.89) followed by individual campus means. With the exceptions of Hawai’i Community College (4.50) and UH Hilo (4.95), 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

	2022 Mean
Overall	5.89
UH Mānoa	5.88
UH Hilo	4.95
UH West O’ahu	7.07
UH Community Colleges	5.92
Hawai'i Community College	4.50
Honolulu Community College	5.95
Kapi'olani Community College	5.87
Kaua'l Community College	6.04
Leeward Community College	6.19
Maui College	7.00
Windward Community College	6.00

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 4.43*. Researchers have the lowest satisfaction (5.35) while lecturers and librarians have the highest satisfaction (6.66 and 6.45, respectively). Faculty members with 11-month appointment periods indicate a slightly higher level of satisfaction (5.97) than those with 9-month appointments (5.84). Females and Males have the same level of satisfaction (6.00). Minorities (6.08) indicated a slightly higher satisfaction level than non-minorities (5.90).

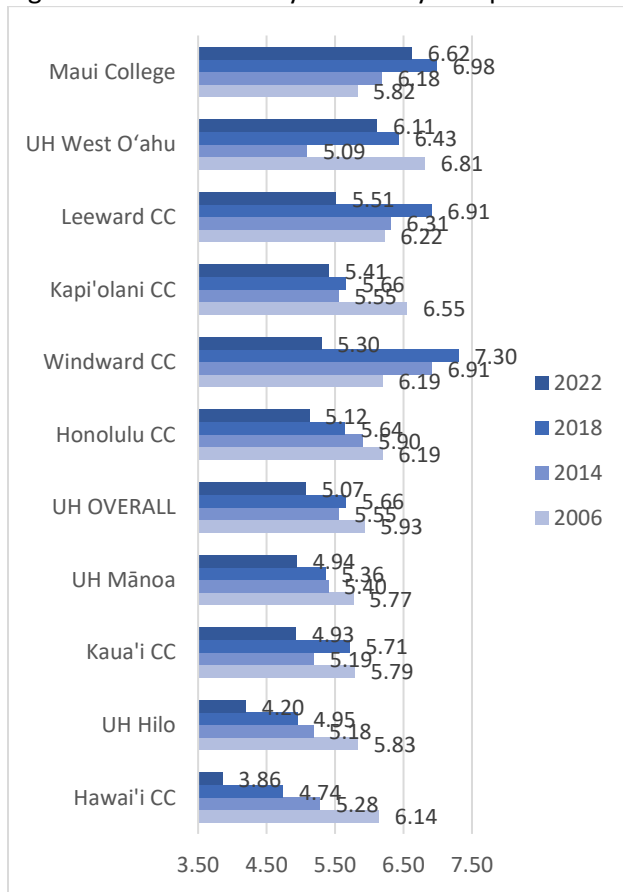
* Due to the small counts and ensure anonymity, the gender identity “Other” consolidated the “Transgender”, “Intersex”, “Genderqueer” and “Other” categories.

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 5.07 which is below the midpoint of 5.5, lower than the mean reported in 2018 (5.66) and 2014 (5.55). Figure 3 displays the overall mean and the means for the ten campuses. Data is also provided from the 2006, 2014 and 2018 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 2022, the means vary across the campuses, ranging from 1.21 below the midpoint (Hawai'i CC) to 1.55 above the midpoint (Maui College).

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.

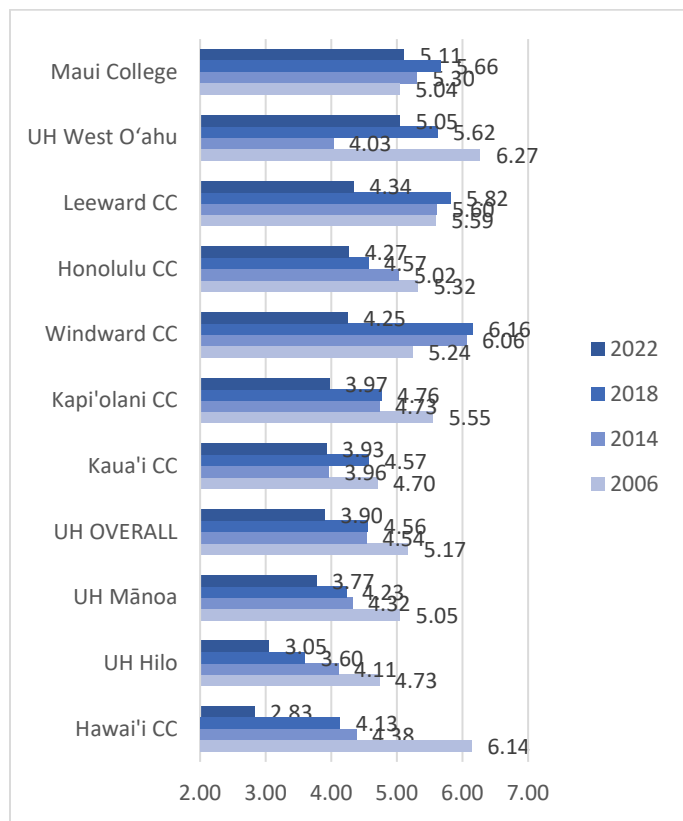
Appendix V provides further detail on overall morale by locus of appointment for the campus units. Appendix Y provides the means and standard deviations for faculty members on overall morale by faculty classification, academic rank, appointment period, gender identity, and race/ethnicity and by campus. Current faculty morale appears to meet or exceed the 5.5 midpoint for two of the six faculty classifications (excludes multiple classification, other and blank). Lecturers and librarians have the highest morale (means of 5.80 and 5.61, respectively), while researchers have the lowest morale (mean of 4.58). Faculty with 11-month appointment periods indicate a slightly higher level of morale (5.11) than those with 9-month appointments (5.04). Males have the highest morale (5.23), followed closely by females (5.16), and significantly below is “Other” (3.29)*. Minority faculty report a slightly higher morale (5.26) than non-minority faculty (5.09).

* 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 (2018) 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 (3.90). The 2022 mean is below the 5.5 midpoint, lower than the 2014 (4.54) and 2018 (4.56) means and significantly lower than the 2006 (5.17) means. Faculty from all campuses perceive a decline (means less than 5.5), ranging from Hawai'i CC (2.83) to Maui College (5.11). Refer to Appendix H for means and standard deviations by campus.

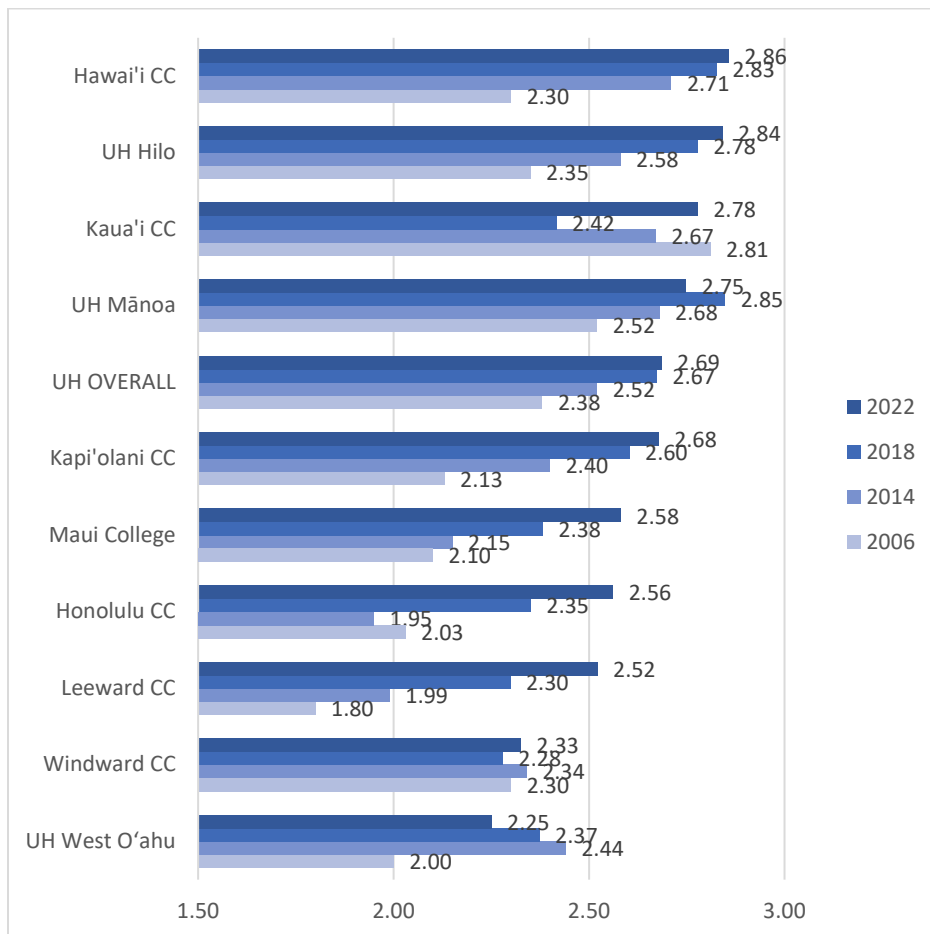
Appendix V provides further detail on faculty perception of morale change by locus of appointment. Appendix Z provides the means and standard deviations for faculty members on overall morale change by classification, academic rank, appointment period, gender identity and race/ethnicity. All faculty classifications perceived a decline in morale, ranging from researchers (mean of 3.31) to lecturers (mean of 4.78) with the lowest perceived decline. Nine-month (3.81) showed slightly greater decline in morale than 11-month appointees (3.98). Females and males had similar perceived changes in morale (4.00 and 3.95 respectively), followed by a significant perceived decline in “Other” (2.86). Minority faculty reported a smaller decrease in morale change (4.16) than non-minority faculty (3.81).

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), 2018 (4.2) and 2022 (3.8).

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 2.69 which is lower than the 3.00 midpoint, about the same as the mean in 2018 (2.67). Figure 5 displays the overall mean and the means of the ten campuses. Data from the 2018, 2014 and 2006 reports are also provided. In 2022, all campuses were below the 3.00 midpoint, with means ranging from 2.25 to 2.86. 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 report the highest likelihood of leaving (mean 3.28), while librarians report the lowest likelihood (mean of 2.37). There are nominal differences in likelihood to leave by appointment period (2.70 for 11-month to 2.67 for 9-month), race/ethnicity (2.64 for both non-minorities and minorities) and gender identity (males mean of 2.74 and females mean of 2.60), with the exception of "Other" (mean of 3.15) which had the highest likelihood to leave among all demographic categories.

Faculty Comments

Respondents were encouraged to provide comments which resulted in 279 submissions, of which 266 contained relevant content. The freeform sections on the 74. Negative Factors, Other, and 77. Positive Factors, Other, were also taken as comments, which resulted in 54 negative and 28 positive comments. The relevant comments were analyzed to identify themes. The major themes (highest percent of comments) included: leadership (17%), miscellaneous (10%), feeling valued and supported (11%), satisfaction/morale (10%), institutional support (10%), financial issues (8%), organizational (7%), workload (5%), bullying (5%), teaching-students (5%), suggestions (3%), equity (3%), research (3%) and facilities (2%). This compares to the 2018 survey's major themes of 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%). The Covid-19 pandemic was mentioned in 49 submissions, which were categorized in the aforementioned themes. The additional themes of bullying, teaching-students and research were added from the 2018 survey.

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

Leadership

- *Covid has been a challenge for all of us, I think UH did a good job overall with the pandemic, but i was very surprised that it was not even mentioned in this survey. Also, the school I am in has had weak and fairly ineffective leadership for years. Although it is in a transition to what will hopefully, be something much better, the choices made for interim leadership appear to be self-serving and even more inadequate to the needs of the school than was the case before the full/recent turnover of the office staff. I have zero confidence in the entire interim deans office team to perform duties in an unbiased and knowledgeable manner,*
- *It has been very hard to defend tenure and academic freedom from the legislature without the dedicated help of the Board of Regents and the Administrations in the past few years. The efforts that the faculty put into defending tenure and academic freedom drain our time from the primary responsibilities. As a team, we must work together.*
- *What happened to the 360 Leadership review? Campus and College administrators should be reviewed and given feedback on a regular basis.*
- *More time should be spent educating leaders on inclusivity. More time should be spent training/empowering department chairs as moderators. Department chairs should be MUCH more concerned with the morale of junior faculty members. Parking is ridiculously expensive and many times our lot is closed due to outside events.*
- *Over the course of the pandemic, we have seen so many closed-door decisions made at an administrative level (campus and Systems) without proper input from faculty, leaving us to figure out how to implement or execute such protocols with little to no support or guidance from administrators. Overall morale and confidence has decreased and created an environment of toxicity.*

Feeling valued and supported

- *I am deeply concerned about the impact of the pandemic on faculty who were already stressed out and underpaid. The fact that we lack affordable housing, affordable health care, and equitable wages is having a terrible impact on quality. This was already happening before the added pressures of the pandemic and the tectonic changes to education caused by the pandemic. UH does seem to be concerned about students, at least in terms of lip service, but there is a real and growing sense that as a system, they don't care for the needs of faculty. I feel very lucky to be in a department that is unusual in its collegiality and leadership, but I wish the same for those across the system. It isn't the norm.*
- *1. Specialist faculty are not treated as faculty, but are often treated as staff and we feel the difference in treatment. It is demoralizing and frustrating to be treated as if our doctoral degree status is not at all held in regard. 2. Can only afford to buy on far westside of Oahu, which means I have to waste 3 hours in traffic every time I come to campus.*

- *Our faculty has dwindled over the years without being replaced; this is negatively impacting morale & program quality due to increased workloads & lack of time for quality improvement activities; most faculty work through all breaks, summer, weekends, etc. This is unsustainable. We feel unsupported by those who decide to give us more tenure track faculty positions. We can't be expected to grow our programs when tenure track faculty positions are not maintained & more added as the program grows.*

Satisfaction/morale

- *Morale is low with everyone. With the hiring freeze, we are working more and getting paid the same. Please make some changes to improve our situation. Even little things, like allowing more teleworking, would go a long way towards improving our morale. More appreciation and more inclusion in decision-making would also go a long way too. People are burned out. Don't kick us when we are down.*
- *Thank you for doing this, very timely with the pandemic and will be VERY interesting to compare pre and post pandemic to see if what i see/feel on campus in terms of decline in morale, satisfaction and happiness in faculty (as a result of drastically reduced workforce) play out in this survey, which i am guessing they will.*
- *Morale is low for several reasons. First, as is true in many work places, the few do the work of many. Second, we have been bombarded with top-down changes from the System-level that seem random, reactive, and made with little understanding of implementation at the ground level. Third, those at the campus level need to have a voice in initiatives and changes while they are being created. Currently, we are constantly being asked to steer a ship when it hasn't been completely built but has already sailed. Fourth, we need to unfreeze positions including those lost to retirement. We are overworked and feel underappreciated. In the past, everyone assumed they would stay with this campus and system until forced to depart. Now most are talking about leaving, even those tenured. Those who are too senior to do so are talking about retiring as soon as possible.*
- *I'm sufficiently satisfied with my job at UH. Lecturers do seem to have a limited role with regards to the life of the college. Students seem generally unaware of this, so I'm content to work on my course and students' learning. In that sense, I'm grateful for being treated fairly by the institution and for the opportunity to interact with my students.*
- *The most significant issue in my work satisfaction is the lack of a promotion system from non-tenure track to tenure track.*
- *When I am able to collaborate with peers, I am able to get excited about work. And, knowing that support services at our campus are increasing. This makes me feel happy about working for the UH -CC system.*

Institutional Support

- *We have insufficient administrative support on our department, and the fiscal & business office actively impede our ability to utilize the paltry funds available to us for research and travel. The level of picayune fiscal red tape and nitpicking to which I and my colleagues are subjected has caused most of us to give up entirely on ever even trying to get reimbursed for expenses for which we even have funding. The tail doesn't just wag the dog in our college; it throttles us to the point of hopelessness. We also have zero IT support and zero institutional funding for our most basic equipment needs like computers and Office software. Thank goodness for the ITS help desk. If it weren't for them, we'd be utterly helpless.*
- *Lecturers that work off campus and not based on campus don't have easy access to any clerical support. Early college students who are not physically on campus do not have barriers to utilizing support services for students.*
- *Emeritus still doing research and publishing, ranking in the top 5% in the world, with no support from UH.*
- *There seems to be no respect/understanding for the benefits and impacts of telework, as stated in the telework policy, why are telework requests reviewed at levels ABOVE the unit/department supervisors, resulting in denials with no objective (evidence-based) rationale? It seems this is the practice used at [sic]. Questioning the University's commitment to supporting a work/life balance. Why bother with this survey? With a shortage of FT faculty, we need to rely on Lecturers, yet there is a mountain of red-tape with HR to complete hiring. This NEEDS to be addressed SOON, especially since Admin is not working hard enough to unfreeze positions.*

Financial issues

- *The salaries for faculty are not adequate to support a decent life in Hawaii. Faculty struggle enormously with locating adequate housing. There is no parking available in reasonable locations relative to offices. There is also a huge lack of adequate mentoring available for research activities. UH is not a supportive place for faculty.*
- *As a lecturer, I make a low-end retail salary that at best is barely adequate to live (~\$20-30k/year), but not even close to enough to support a family or save money for a house. Plus, if a class is dropped, I lose my health insurance and 1/3 of my income, and I can only survive by getting a 2nd job. I have no opportunity for advancement and no prospect of increasing my salary even though I have a PhD and am just as qualified as every professor. There really needs to be more salary steps for lecturers, I moved up to [sic] in my 2nd year and that's it, I will never get another raise even if I stay for 20+ years, which is disgraceful. Also, given the challenges of making a living in a lecturer position, the threshold for lecturers to get health insurance should be dropped to 6 units.*
- *Factors that have the most negative impact on my work-life relate to the cost of living and finding housing, paying for health insurance, and covering my bills. The only reason I would consider going to another university would be because I'm having trouble affording to live here and raise my family.*
- *I absolutely love my position and the faculty and students I work with. It is just so disheartening to be paid/valued so little and to see so many others (students and faculty) struggle financially.*

Organizational

- *Demands on faculty in shrinking departments are extraordinary. Institutional reorg process occurred without transparency -- what are the metrics of success? The metrics and measurements for strategic plans need to be shared openly and explained for buy-in -- why this? why now? And when faculty continue to invest heavily in students, department, university reviews and endeavors, we need recognition and reprieve, not more work (another report, program justification, etc.) spread among fewer people. These are stressful times, but not enough love, gratitude for the hard work we all do.*
- *Two large events have shaped the [sic] campus: The ReOrg and the Pandemic. The ReOrg happened quickly and input was minimized or non-existent, leaving units to grapple with the changes and lasting effects of implementation. The Pandemic required progress with caution, but decisions again were made without input, guidance was not clear, and implementation felt like putting on a performance for profit despite how the actors felt about the situation. Both events were a chance for leadership to show their support to the faculty; the actual result were slaps and spit to the faculty's faces.*
- *UH [sic] System office is much too bureaucratic. They need to allow for more autonomy at campus level. [sic] also needs to realize that the UH CCs are a very different operation than Manoa and should not be forcing policies (like more in-person classes) at the CC level when the majority of our students prefer online. It's a double edged sword as more in-person classes means lower enrollment (since it is in less demand), which we will get dinged for in the end.*

Workload

- *Better faculty workload assessments need to be developed and capturing of faculty accomplishments via annual databases from the faculty. Workloads and resulting salary/salary adjustments across colleges appear to be disparate. Salary and salary adjustments should be periodically reviewed.*
- *I am concerned about workload within my college. It is too high and not aligned with other R1 institutions in the country, yet we are expected to have the same level of productivity in all areas. I am worried about a lack of work-life balance this courses and eventual burn out.*
- *I'll definitely say that the pandemic has had a negative impact on faculty perceptions of the workplace. However, not hiring enough faculty to do the job is definitely hurting things too. It would be good for the administration to rethink hiring so many support staff when there aren't enough faculty to shepherd students through their educational journey. In the last year for which data was available, only 1 hire was a faculty member with the other*

10 being various administrative positions. There are nearly as many directors (70) at our campus as there are regular faculty. Who does the administration think will teach the classes?

- *The hiring freezes are creating significant burn out. Each time someone retires, everyone has to take on more and more responsibilities because we know there will be no one to help. This coupled with the hardships the pandemic has created makes everything very difficult. I do hope we will get some relief soon.*

Bullying

- *It starts at the top. Administrators model unethical behavior and elevate those that protect them to high-level positions regardless of qualification. Bullying is ingrained in the culture and anyone who stands up against it quickly finds themselves in the ranks of the bullied.*
- *My university does not value faculty governance. The administration side steps their responsibilities in actually talking to Faculty congress. They appoint faculty and executive leadership without abiding by their duty to consult. They deploy microaggressive tactics, bullying to suppress faculty input.*
- *There is a need for a conflict resolution process to be followed among faculty in the university, and a way of addressing academic bullying (in a restorative, rather than punitive, way). I have had multiple demoralizing experiences involving faculty outside my department who view our similar work as in competition rather than potentially collaborative. In one instance another faculty member who I had worked with for two years took draft/unfinished information that I had shared in confidence with the the goal of collaboration, and shared it with the broader community in a way that damaged the reputation of myself and other individuals in my department. My chair was more concerned with rectifying the community image than addressing the issue of the other faculty member's behavior. There is no recourse for those of us experiencing academic bullying except to keep our heads down and try to do the best at our job, even if others put purposeful obstacles in the way. We need a way to address this that is restorative and supportive rather than punitive, given that many faculty who bully may act this way may because of their own fears, traumas, or previous negative experiences within the academy.*

Teaching-students

- *Students are doing less work for, and are less prepared for, class since COVID.*
- *Hope UH will truly focus on quality teaching and service to our students and provide adequate funding for them, especially for Ph.D. students. The university needs to function according to ethical principles to support all faculty fairly. Thank you!*
- *The most important factor in my quality of work which was not mentioned in this survey is my interaction with students, supporting their success, seeing their growth, and hoping to improve the future of our communities. That is what continues to drive and motivate me the most.*

Equity

- *1. Lack of clear pathway for Native Hawaiian instructors' to become fully tenured professors outside of Native Hawaiian-related studies. 2. No program to support Native Hawaiian instructors' professional development. 3. Lack of access to academic mentors to support professional development. 4. Native Hawaiian Serving Institution SHOULD HAVE MORE Native Hawaiian tenured professors throughout the University system and especially at its flagship campus Manoa.*
- *Part of my dissatisfaction at this institution is the lack of women of color in positions of policy and decision making. More specifically Native Hawaiian women and other brown women. White and Asian men and women are afforded far more opportunities. This also mirrors the hiring practices of the UH system. Let's get a tally of how many Native Hawaiian tenured faculty are in the 10 campus system compared to other ethnic groups. We'll find a grave disproportion and this does not reflect the students we teach, nor the supposed mission of being an indigenous-serving institution.*
- *There are problems with favoritism based on race/ethnicity (reverse discrimination).*

Research

- *Support for research especially via graduate student support is woefully lacking, and has completely crippled my ability to be productive as a researcher (publications, securing external grants, etc). The College, University, BOR, and legislature lack transparency and faculty/staff input in decision-making, which leads to burdensome or harmful policies (sweeping of necessary research funds, or funds that support research, such as for a departmental APT). It is extremely stressful to work at UH, despite all of the positives (great Chair leadership, collegiality among colleagues, wonderful students, beautiful campus, UH pride, etc).*
- *We need a positive public message about the value of research faculty. Faculty feel under attack from the BOR, Administration, and Legislature. Our negative image in the Legislature is in large part do to inadequate communication from the upper administration. We need to devote more resources to educating legislators about what we do on campus and how the state benefits from all of our campus community. A research university is not meant to be a trade school. We are of course concerned about the economic well being of our students and our state but our mission is beyond those concerns. The university is a vital part of the making of culture, knowledge, community, values as well as innovation and economic opportunity. It would be wonderful if our leaders could articulate our broader mission rather than always trying to appease the lowest common denominator of state politicians. We need to change the narrative and that will take an investment of time and money to build trust with the public and state government. Current proposals to reorganize the university and large system capitulate rather than persuade. From a faculty perspective it is increasingly difficult to hear the difference between our enemies and those that claim to represent us.*

Facilities

- *Lack of general maintenance of facilities and equipment has lead to a negative impact on student success and potentially the industry that we support for the state of Hawaii.*
- *I love my position working as a counselor at [sic]. I enjoy the people and the work. The only thing that really brings me down is the unsanitary workspaces. COVID may have exacerbated it, but there is an infestation of geckos/lizards leaving a disturbing amount of droppings in most offices in my building. I notified maintenance but was told [sic] does not offer a maid service. It is everywhere. All over my desk, the paintings I had painted hanging on the walls, my diplomas, and a layer so thic you cannot see the floor along the walls. Once I spent two hours cleaning it but there was still so much left. After washing my hands multiple times, I noticed I still had feces under my nails. I could not eat that day. This kind of cleaning happens once per week even though it's appearing faster than I can keep up. I work from campus once a week and the rest of the days I have the option to work from home. If the sanitation issue was not so extreme, I would prefer to come to campus. I feel maintenance should have it inspected and close off ways they are getting in or other measures so it at least slows down. Mahalo for listening!*

Suggestions

- *Thank you for the opportunity to provide input on the quality of our worklife. The past two years have added a whole new component to faculty worklife and I am sure that will be reflected in the survey, however, I think it is important to understand that some of these concerns were happening before the pandemic started as well and not to assume that negative outcomes or declines from the last survey are a result of the pandemic alone. All things should be taken into consideration over the course of the four years and assumed that the last two years only intensified the results. Faculty were asked and answered the call to ensure that the University continued to operate throughout the pandemic and that students graduated on time. In addition, we were asked to consider and make major changes, due to budget cuts, the need to reorganize, etc. during highly stressful times, and we did. I recognize that the work does not end when the world turns upside down and therefore we move forward. There were moments where it felt that this work was appreciated and there were moments were it felt as though it was not and more and more was expected with less and less to offer. I think it is important as we move forward, to not allow the measures that were put in place during a time of crisis to become the new normal. It is time to balance out the workload once again, allow faculty to breathe, and ensure that hard work is recognized and rewarded appropriately.*

- *In terms of post-tenure review, I feel like this COULD be an extremely useful tool if taken more seriously. As it stands, tenured faculty who don't continue to improve or put in effort to maintain the level of achievement that earned them tenure in the first place seem to be rewarded with time off for reflection and improvement plans. There should be actual consequences for tenured faculty who choose to "throw in the towel" once they are tenured.*

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

Campus and Locus of Appointment	Number of Respondents	Percent of Respondents
Mānoa	450	100.0
College of Arts, Languages and Letters	92	20.4
College of Education	54	12.0
College of Engineering	13	2.9
College of Natural Sciences	43	9.6
College of Social Sciences	35	7.8
College of Tropical Ag & HR	40	8.9
Hawaiʻinuiākea School of Hawaiian Knowledge	6	1.3
John A. Burns School of Medicine	29	6.4
Outreach College	7	1.6
Richardson School of Law	5	1.1
School of Architecture	6	1.3
School of Nursing and Dental Hygiene	14	3.1
School of Ocean & Earth Science and Tech	28	6.2
Shidler College of Business	7	1.6
Thompson School of Social Work & Public Health	15	3.3
Library Services	15	3.3
Academic Affairs/Services/Support	8	1.8
Student Affairs/Services/Support	17	3.8
Other	8	1.8
Blank	8	1.8
Hilo	64	100.0
College of Agriculture, Forestry, & Natural Res Mgmt	3	4.7
College of Arts & Sciences: Arts & Humanities	12	18.8
College of Arts & Sciences: Natural Sciences	14	21.9
College of Arts & Sciences: School of Nursing	5	7.8
College of Arts & Sciences: Social Sciences	13	20.3
College of Business and Economics	1	1.6
College of Pharmacy	4	6.3
Library Services	1	1.6
Academic Affairs/Services/Support	1	1.6
Student Affairs/Services/Support	9	14.1
Blank	1	1.6

Campus and Locus of Appointment	Number of Respondents	Percent of Respondents
West Oʻahu	44	100.0
Business Administration	6	13.6
Education	5	11.4
Humanities	6	13.6
Public Administration	3	6.8
Social Sciences	6	13.6
Academic Affairs/Services/Support	5	11.4
Student Affairs/Services/Support	3	6.8
Other	9	20.5
Blank	1	2.3
UH Community Colleges	315	100.0
Business Education	13	4.1
Food Services	6	1.9
Hawaiian Studies	6	1.9
Health Services	23	7.3
Liberal Arts	68	21.6
Natural Sciences	52	16.5
Social Sciences	26	8.3
Technology	14	4.4
Office of Continuing Education and Training	5	1.6
Other Career and Technical Education	24	7.6
Academic Affairs/Services/Support	19	6.0
Student Affairs/Services/Support	36	11.4
Other	7	2.2
Blank	16	5.1

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.	871	3.11 1.31	3.11 1.29	2.67 1.32	3.44 1.17	3.15 1.32	2.55 1.33	3.12 1.35	3.08 1.34	3.21 1.29	3.25 1.25	3.51 1.08	3.65 1.31
2. I am enthusiastic about my work.	872	4.10 1.05	4.11 1.07	3.86 1.09	4.39 0.80	4.11 1.05	3.88 1.22	4.00 1.10	4.07 1.04	4.21 0.82	4.18 1.05	4.49 0.64	3.90 1.22
3. I am intellectually stimulated by my work.	866	4.21 0.95	4.26 0.92	4.06 1.16	4.23 0.86	4.18 0.95	4.07 1.01	4.00 1.14	4.27 0.90	4.32 0.71	4.08 0.95	4.46 0.60	4.05 1.16
4. I enjoy my faculty position.	855	3.96 1.12	3.84 1.17	3.77 1.26	4.21 0.95	4.13 0.99	3.88 1.10	4.23 0.85	4.04 0.93	4.04 1.14	4.30 0.98	4.31 0.70	3.95 1.23
5. I share a common purpose with my colleagues.	868	3.73 1.14	3.56 1.19	3.44 1.27	3.82 0.96	4.01 1.00	3.76 1.00	4.18 0.97	3.99 0.96	3.81 1.07	4.20 0.93	4.24 0.67	3.45 1.40
6. I have sufficient autonomy in my work.	869	4.01 1.09	3.99 1.08	3.83 1.33	4.32 1.02	4.02 1.06	3.57 1.20	4.05 1.18	4.13 1.00	4.11 0.86	3.86 1.19	4.41 0.63	4.25 0.62
7. My work responsibilities are well-balanced.	864	3.00 1.27	2.90 1.28	3.10 1.05	3.33 1.23	3.09 1.28	2.48 1.24	3.41 1.29	3.16 1.28	3.14 1.19	2.97 1.29	3.31 1.17	3.35 1.11
8. My undergraduate teaching load is appropriate.	625	3.49 1.15	3.53 1.10	3.47 1.02	3.79 1.00	3.38 1.24	2.94 1.34	3.86 0.99	3.21 1.21	3.50 1.02	3.43 1.35	3.50 1.02	3.57 1.35
9. My graduate teaching load is appropriate. *	341	3.55 1.10	3.55 1.11	3.52 0.96									
10. Committee load is evenly distributed in my unit.	766	2.79 1.25	2.70 1.27	2.55 1.19	3.34 0.96	2.90 1.23	2.40 0.97	3.08 1.24	3.00 1.12	2.68 1.26	2.79 1.29	3.52 1.16	2.88 1.36
11. Advising load is evenly distributed in my unit.	562	2.87 1.23	2.67 1.21	3.00 1.26	3.30 1.10	3.13 1.20	2.87 1.03	3.14 1.29	3.05 1.00	3.21 1.37	2.91 1.31	3.86 0.83	3.25 1.79
12. Service to my campus is rewarding for me.	840	3.65 1.09	3.56 1.10	3.42 1.30	3.82 1.06	3.81 1.00	3.54 1.23	3.75 0.83	3.61 0.99	4.04 1.04	3.93 0.93	4.11 0.76	3.95 1.15
13. Service to the community is rewarding for me.	830	4.27 0.84	4.22 0.89	4.19 0.84	4.56 0.59	4.32 0.79	4.49 0.74	4.40 0.54	4.18 0.94	4.60 0.57	4.15 0.81	4.43 0.72	4.37 0.87
14. Consulting opportunities are available to me.	653	2.95 1.25	2.95 1.25	2.90 1.20	3.06 1.29	2.96 1.24	2.84 1.08	3.16 1.19	2.58 1.12	3.00 1.33	3.19 1.33	3.42 1.11	2.30 1.10
15. I have adequate access to the technologies I need to do my work.	867	3.53 1.22	3.42 1.19	3.56 1.25	3.43 1.26	3.71 1.22	3.36 1.25	3.44 1.25	3.52 1.20	3.96 1.07	3.82 1.25	4.03 1.12	4.45 0.80
16. My physical work environment is pleasant.	851	3.42 1.27	3.34 1.30	3.24 1.27	3.95 1.00	3.50 1.24	2.70 1.33	3.53 1.14	3.48 1.15	3.82 0.89	3.49 1.30	3.78 1.23	4.15 1.01
17. I have not experienced abuse of authority at work.	861	3.18 1.50	3.15 1.51	2.87 1.44	3.53 1.59	3.24 1.47	2.29 1.38	3.10 1.36	3.29 1.41	3.50 1.38	3.42 1.48	3.86 1.17	3.15 1.65
18. I feel safe from violence (physical and/or emotional) in my work setting.	856	3.77 1.33	3.75 1.34	3.48 1.48	4.28 1.09	3.79 1.28	3.10 1.38	3.71 1.25	3.59 1.37	4.12 1.18	3.99 1.07	4.44 0.86	3.84 1.42
19. I have not experienced prejudice, discrimination, racism or homophobia at work.	863	3.41 1.45	3.42 1.46	3.21 1.51	3.73 1.45	3.39 1.40	2.75 1.34	3.24 1.32	3.42 1.43	3.52 1.40	3.57 1.33	3.69 1.27	3.50 1.63
20. I feel free to stand up/speak out against prejudice, discrimination, racism, homophobia, etc.	858	3.52	3.51	3.21	3.75	3.55	3.02	3.27	3.61	3.89	3.72	3.78	3.58

	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
		1.35	1.32	1.37	1.49	1.34	1.32	1.38	1.31	1.31	1.30	1.08	1.63
21. I have not heard ethnic, sexual, gender or religious slurs directed to others in my work.	857	3.59 1.36	3.59 1.36	3.27 1.45	3.71 1.35	3.64 1.33	3.00 1.34	3.65 1.33	3.68 1.31	3.63 1.34	3.69 1.34	4.14 0.98	3.75 1.41
22. There is no bullying in the work environment.	860	2.90 1.45	2.85 1.46	2.61 1.35	3.30 1.42	2.96 1.43	1.85 1.00	3.00 1.34	2.92 1.43	3.07 1.51	3.29 1.34	3.59 1.13	2.89 1.77
23. I do not have to worry about someone taking credit for my work.	861	3.29 1.36	3.32 1.34	2.92 1.40	3.50 1.31	3.29 1.37	2.48 1.28	3.30 1.23	3.24 1.35	3.54 1.30	3.46 1.40	3.83 1.12	3.30 1.45
24. Secretive meetings behind closed doors do not happen in my unit.	826	2.83 1.39	2.69 1.38	2.73 1.35	2.92 1.31	3.03 1.39	2.22 1.24	3.32 1.33	2.96 1.34	3.04 1.34	3.09 1.31	3.65 1.33	3.06 1.58
25. People in my unit do not intentionally exclude others from activities.	847	3.10 1.41	3.01 1.41	2.81 1.40	3.24 1.27	3.28 1.40	2.44 1.31	3.49 1.30	3.22 1.38	3.11 1.31	3.45 1.37	3.88 1.16	3.42 1.63
26. People at work do not circumvent the normal grievance process (go over someone's head).	807	3.13 1.32	3.10 1.34	2.92 1.28	3.30 1.31	3.20 1.28	2.59 1.17	3.25 1.30	3.01 1.29	3.31 1.10	3.41 1.23	3.64 1.20	3.25 1.44
27. I do not fear retaliation at work.	858	2.98 1.42	3.06 1.43	2.48 1.23	3.25 1.42	2.92 1.42	2.05 1.23	2.78 1.27	2.81 1.33	3.29 1.46	3.07 1.40	3.62 1.30	3.05 1.53
28. The reputation of UH is an asset to me.	860	3.48 1.18	3.46 1.19	2.94 1.41	3.61 1.15	3.60 1.08	3.36 1.13	3.71 1.02	3.57 1.00	3.56 1.17	3.74 1.06	3.80 0.82	3.25 1.41
Reward/Evaluation System													
30. My campus rewards teaching.	815	3.21 1.23	3.03 1.19	3.02 1.30	3.93 1.10	3.38 1.23	2.68 1.20	3.46 1.15	3.30 1.26	3.19 1.18	3.66 1.21	3.89 0.83	3.32 1.30
31. My campus rewards research/scholarship.	746	3.34 1.25	3.58 1.24	2.81 1.32	3.43 1.16	2.98 1.14	2.46 1.24	2.97 1.14	3.02 1.13	3.24 0.81	2.93 1.22	3.36 0.85	3.00 1.20
32. My campus rewards service.	843	3.01 1.18	2.77 1.11	2.77 1.29	3.51 1.00	3.34 1.17	2.76 1.29	3.35 1.09	3.16 1.20	3.21 1.21	3.57 1.06	3.86 0.74	3.60 1.20
33. I am provided appropriate feedback at contract renewal time.	699	3.44 1.18	3.42 1.20	3.04 1.24	3.60 1.15	3.53 1.14	3.05 1.23	3.50 1.06	3.53 1.06	3.56 1.13	3.64 1.26	3.60 0.95	4.11 0.74
34. The process for tenure is fair.	729	3.31 1.19	3.44 1.13	2.94 1.28	3.61 1.09	3.16 1.23	2.68 1.34	3.49 1.05	2.92 1.22	2.84 1.25	3.40 1.14	3.37 1.10	3.63 1.22
35. The process for promotion is fair.	751	3.22 1.22	3.36 1.17	2.96 1.31	3.29 1.25	3.08 1.24	2.60 1.31	3.33 1.12	2.92 1.30	2.88 1.18	3.26 1.11	3.14 1.18	3.65 1.19
36. Post tenure review is useful.	544	3.07 1.22	3.04 1.19	2.52 1.31	3.56 1.17	3.16 1.21	2.73 1.37	2.92 1.13	3.36 1.00	2.89 1.41	3.24 1.23	3.32 1.17	3.45 1.08
Collegial Relations													
37. I have good relations with my chair.	809	4.08 1.17	3.94 1.21	4.00 1.10	4.59 0.75	4.20 1.14	3.97 1.31	4.22 1.09	4.29 1.09	4.04 1.25	4.22 1.14	4.42 0.85	4.06 1.22
38. I receive support for my career from my chair.	799	3.76 1.34	3.58 1.36	3.56 1.41	4.25 1.05	3.96 1.29	3.74 1.48	3.98 1.23	4.04 1.23	3.91 1.35	4.00 1.32	4.12 1.02	3.72 1.33
39. My social fit with my department/unit is good.	861	3.85 1.15	3.71 1.16	3.80 1.17	4.16 1.09	4.02 1.10	3.88 1.09	4.27 1.04	4.04 1.01	3.81 1.16	4.01 1.16	4.24 0.79	3.65 1.49
40. My intellectual fit with my department/unit is good.	861	3.93	3.82	3.59	4.25	4.09	4.07	4.34	4.09	3.89	4.10	4.28	3.50

	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
		1.10	1.09	1.32	0.96	1.04	1.01	0.93	0.96	1.10	1.08	0.77	1.40
41. Relations within my department/unit are collegial.	862	3.84 1.21	3.66 1.27	3.87 1.18	4.30 0.97	4.02 1.12	3.69 1.28	4.10 1.07	3.99 1.13	3.85 1.08	4.24 0.97	4.35 0.74	3.58 1.53
42. Relations among faculty on my campus are collegial.	855	3.71 1.03	3.70 0.98	3.39 1.26	3.70 1.24	3.79 1.01	3.40 1.09	3.88 0.99	3.64 1.05	3.64 0.89	3.99 0.87	4.19 0.80	3.80 1.17
Faculty Governance													
43. Faculty input at the department level is adequate for academic decisions.	802	3.67 1.17	3.63 1.18	3.52 1.34	3.93 1.16	3.72 1.10	3.19 1.33	3.83 1.10	3.70 1.10	3.81 0.86	3.84 1.06	4.12 0.69	3.56 1.17
44. Faculty input at the department level is adequate for budget decisions.	805	3.18 1.26	3.02 1.26	3.04 1.48	3.36 1.33	3.39 1.17	2.73 1.14	3.55 1.24	3.14 1.25	3.86 0.79	3.55 1.12	3.79 0.83	3.44 1.17
45. Faculty input at the department level is adequate for personnel decisions.	811	3.34 1.25	3.35 1.24	3.04 1.44	3.51 1.23	3.35 1.22	2.59 1.32	3.50 1.22	3.34 1.16	3.54 1.09	3.58 1.15	3.71 0.97	2.94 1.31
46. Faculty input at the college/unit level is adequate for academic decisions.	803	3.08 1.21	2.93 1.22	3.02 1.29	3.39 1.25	3.25 1.15	2.77 1.33	3.15 1.05	3.18 1.17	3.43 1.24	3.38 1.08	3.60 0.90	3.28 0.99
47. Faculty input at the college/unit level is adequate for budget decisions.	809	2.60 1.19	2.41 1.14	2.64 1.35	2.73 1.28	2.85 1.16	2.38 1.07	2.89 1.12	2.42 1.13	3.00 1.25	3.06 1.15	3.43 0.93	3.39 0.76
48. Faculty input at the college/unit level is adequate for personnel decisions.	803	2.71 1.19	2.60 1.17	2.65 1.29	3.00 1.24	2.85 1.15	2.10 1.13	2.87 1.09	2.68 1.10	3.07 1.22	2.95 1.10	3.54 0.87	3.06 1.03
49. Faculty input at the university level is adequate for academic decisions.	761	2.72 1.17	2.69 1.16	2.30 1.21	3.03 1.27	2.79 1.15	2.41 1.20	2.75 1.04	2.79 1.11	2.81 1.33	2.85 1.13	3.29 1.05	2.59 0.97
50. Faculty input at the university level is adequate for budget decisions.	768	2.35 1.12	2.24 1.06	2.14 1.20	2.63 1.27	2.50 1.13	2.00 1.11	2.43 1.13	2.44 1.04	2.57 1.32	2.54 1.08	3.13 1.07	2.56 0.76
51. Faculty input at the university level is adequate for personnel decisions.	760	2.47 1.16	2.41 1.13	2.14 1.19	2.76 1.22	2.57 1.16	2.08 1.23	2.43 1.10	2.65 1.08	2.61 1.32	2.60 1.14	3.13 1.04	2.47 0.85
52. Protection of academic freedom is ensured.	808	3.31 1.14	3.28 1.12	2.93 1.31	3.54 1.19	3.39 1.11	3.03 1.27	3.36 1.25	3.29 1.07	3.65 0.76	3.57 1.03	3.71 1.00	3.00 1.05
Personal Factors													
53. My housing is adequate for my needs.	821	3.68 1.22	3.58 1.27	3.87 1.09	3.68 1.22	3.79 1.15	4.00 1.00	3.73 1.15	3.83 1.24	3.70 1.15	3.75 1.02	3.91 1.11	3.35 1.39
54. My standard of living is adequate.	851	3.47 1.22	3.40 1.28	3.67 1.15	3.36 1.21	3.56 1.15	3.73 1.06	3.39 1.10	3.55 1.29	3.56 1.10	3.55 1.03	3.75 1.06	3.32 1.30
55. I am satisfied with my current salary.	864	2.69 1.32	2.63 1.34	2.56 1.21	2.37 1.12	2.83 1.31	2.64 1.25	2.78 1.30	2.79 1.40	2.79 1.18	3.07 1.32	2.81 1.25	2.75 1.30
56. Fringe benefits meet my needs.	820	3.29 1.23	3.31 1.25	3.17 1.17	3.24 1.19	3.30 1.20	3.23 1.12	3.22 1.22	3.29 1.30	3.64 0.89	3.42 1.17	3.23 1.10	2.89 1.45
57. Retirement benefits meet my expectations.	810	3.24 1.15	3.22 1.20	3.13 1.04	3.17 1.17	3.29 1.09	3.28 0.92	3.16 1.20	3.36 1.08	3.76 0.65	3.28 1.16	3.26 1.02	2.89 1.25

	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.	819	3.51 1.15	3.54 1.19	3.19 1.11	3.66 1.20	3.51 1.09	3.50 0.98	3.35 1.17	3.66 1.11	3.88 0.65	3.50 1.13	3.34 0.98	3.11 1.25
Support Services													
59. Library resources are adequate to support my work.	811	3.78 1.09	3.81 1.05	2.96 1.17	3.86 1.10	3.90 1.06	3.28 1.15	4.08 0.83	3.96 0.95	4.04 0.87	3.98 1.18	3.74 1.01	4.25 1.04
60. Research support services are sufficient.	686	3.06 1.27	2.98 1.26	2.27 1.19	3.12 1.26	3.49 1.16	3.04 1.09	3.64 1.11	3.52 1.04	3.69 0.99	3.46 1.33	3.36 1.23	4.00 1.03
61. Instructional support services are adequate.	793	3.58 1.12	3.45 1.12	3.12 1.19	3.93 1.00	3.81 1.06	3.12 1.15	3.59 1.15	3.97 0.93	3.62 1.18	4.14 0.81	3.97 0.91	4.10 1.04
62. Technological support services are adequate.	854	3.58 1.20	3.37 1.21	3.20 1.20	4.09 0.87	3.87 1.13	3.55 1.18	3.39 1.32	3.87 1.16	3.75 1.21	4.18 0.90	4.00 1.00	4.45 0.59
63. Facilities are repaired & maintained.	856	2.71 1.30	2.45 1.21	2.68 1.35	4.12 1.06	2.90 1.27	2.17 1.25	3.00 1.21	2.57 1.15	3.70 1.15	3.06 1.24	3.09 1.18	3.53 1.23
64. Computing facilities meet my needs.	792	3.47 1.14	3.39 1.10	3.12 1.21	3.87 1.10	3.62 1.14	3.15 1.20	3.39 1.23	3.43 1.14	3.96 1.04	3.69 1.09	4.00 0.88	4.30 0.84
65. Support for my professional travel is adequate.	754	2.51 1.26	2.50 1.22	2.03 1.15	2.71 1.34	2.62 1.31	2.42 1.32	2.46 1.29	2.03 1.06	3.09 1.47	2.77 1.30	3.32 1.14	3.18 1.03
66. Graduate assistant support is available to me.	490	2.43 1.30	2.55 1.28	1.86 1.07	2.06 1.30	2.19 1.36	2.00 1.41	2.40 1.43	2.00 1.22	2.00 1.41	1.86 1.30	2.82 1.19	3.50 1.50
67. I have sufficient clerical support.	799	2.74 1.37	2.69 1.37	2.68 1.27	2.55 1.45	2.85 1.37	2.79 1.24	2.82 1.32	2.10 1.20	3.32 1.41	3.23 1.36	3.11 1.33	3.24 1.21
68. Institutional funds for research/scholarship are accessible.	670	2.56 1.17	2.47 1.16	2.15 0.98	2.95 1.21	2.81 1.18	2.37 1.09	2.87 1.23	2.60 1.15	3.00 0.68	2.91 1.27	3.14 0.92	3.22 1.47
69. Access to extramural research funds for research/training is well-supported.	660	2.62 1.16	2.64 1.18	2.11 0.92	2.87 1.09	2.66 1.15	2.24 1.02	2.29 1.03	2.49 1.09	3.00 1.00	2.95 1.14	3.08 1.11	2.70 1.42
70. Opportunities for professional development are supported.	837	3.19 1.26	2.91 1.24	2.88 1.13	3.57 1.20	3.60 1.20	3.07 1.24	3.36 1.25	3.15 1.26	3.86 0.87	4.11 0.97	4.08 0.83	3.89 1.25
71. My campus provides adequate support services for students	816	3.50 1.18	3.23 1.17	3.25 1.32	3.81 1.17	3.86 1.05	3.10 1.15	3.98 0.87	3.72 1.08	4.18 0.85	4.07 0.91	4.03 1.05	4.21 0.89
Please rate the way you view the advocacy for University faculty by:													
78. Your Department/Division Chair	792	3.79 1.46	3.62 1.47	3.68 1.54	4.19 1.35	4.01 1.40	3.79 1.59	3.63 1.49	4.21 1.28	4.04 1.46	3.97 1.41	4.48 0.82	3.80 1.47
79. Your Dean/Director	826	3.07 1.49	2.97 1.47	3.03 1.62	3.39 1.43	3.19 1.47	2.79 1.56	3.39 1.34	3.08 1.59	4.07 1.25	2.87 1.38	3.50 1.26	3.35 1.28
80. Your Chancellor	816	2.83 1.37	2.86 1.28	2.30 1.37	3.00 1.46	2.88 1.45	1.83 1.20	2.98 1.35	2.76 1.39	2.64 1.54	3.06 1.36	3.64 1.18	3.71 1.52
81. Other Campus Administrators	751	2.72 1.22	2.63 1.19	2.38 1.25	3.00 1.28	2.88 1.22	2.24 1.16	2.79 1.22	2.71 1.25	3.21 1.26	2.94 1.13	3.42 0.89	3.33 1.19
82. Campus Faculty Senate/Congress	796	3.70 1.19	3.50 1.21	3.72 1.15	3.85 1.18	3.94 1.14	3.59 1.23	3.98 1.05	3.66 1.14	4.11 0.94	4.28 1.08	4.11 1.01	3.94 1.35
83. University President	789	2.69 1.27	2.60 1.29	2.37 1.35	3.00 1.22	2.83 1.21	2.54 1.19	2.95 1.30	2.82 1.15	2.96 1.29	2.91 1.14	3.00 1.13	2.35 1.28

	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
84. Vice President for Community Colleges	420	2.71 1.23	2.75 1.15	2.56 1.17	3.35 1.03	2.67 1.26	2.45 1.29	2.60 1.22	2.75 1.20	2.77 1.42	2.50 1.20	3.22 1.29	2.41 1.03
85. System Administrators	677	2.48 1.15	2.46 1.14	2.33 1.27	2.97 1.23	2.48 1.10	2.11 1.06	2.36 1.08	2.51 1.02	2.60 1.17	2.47 1.13	2.94 1.14	2.31 0.92
86. Board of Regents	763	2.18 1.11	2.06 1.06	2.15 1.17	2.63 1.32	2.29 1.10	2.19 1.14	2.18 1.10	2.23 1.05	2.50 1.15	2.17 1.02	2.75 1.12	2.25 1.20
87. Legislature	797	1.76 1.01	1.56 0.87	2.09 1.16	2.05 1.34	1.95 1.05	1.97 1.14	2.03 1.19	1.82 0.92	2.22 1.13	1.80 0.91	2.29 1.20	1.71 0.82
88. Governor	771	2.10 1.08	2.05 1.06	2.22 1.22	2.38 1.18	2.11 1.04	1.89 1.07	2.26 1.17	2.17 0.96	2.31 1.10	2.04 1.03	2.18 1.00	1.89 0.87
89. Collective Bargaining Unit	808	4.06 1.15	4.12 1.14	3.98 1.27	4.50 0.70	3.95 1.17	3.75 1.24	3.95 1.06	3.90 1.17	3.85 1.11	4.06 1.14	4.34 0.83	3.53 1.72
Please rate the confidence you have in the leadership exhibited by:													
90. Your Department/Division Chair	801	3.77 1.47	3.58 1.51	3.66 1.55	4.27 1.19	3.98 1.40	3.78 1.64	3.78 1.42	4.13 1.33	4.08 1.29	4.06 1.39	4.18 1.14	3.50 1.47
91. Your Dean/Director	833	3.08 1.51	2.95 1.48	3.03 1.67	3.31 1.33	3.25 1.50	2.98 1.64	3.37 1.48	3.04 1.63	4.26 1.14	2.97 1.34	3.58 1.30	3.33 1.29
92. Your Chancellor	820	2.92 1.37	3.00 1.27	2.31 1.41	2.91 1.44	2.95 1.45	1.88 1.14	3.17 1.34	2.78 1.47	2.59 1.47	3.25 1.38	3.53 1.12	3.74 1.48
93. Other Campus Administrators	773	2.70 1.18	2.63 1.11	2.33 1.25	2.93 1.22	2.82 1.21	2.18 1.20	2.70 1.25	2.58 1.16	3.30 1.27	2.97 1.02	3.23 0.99	3.53 1.26
94. Campus Faculty Senate	802	3.43 1.18	3.18 1.14	3.42 1.10	3.72 1.32	3.74 1.16	3.23 1.35	3.83 1.08	3.29 1.09	3.93 0.96	4.24 1.01	4.00 0.88	3.71 1.36
95. University President	799	2.69 1.26	2.61 1.27	2.38 1.27	2.95 1.27	2.84 1.23	2.54 1.24	3.11 1.31	2.80 1.20	3.00 1.39	2.82 1.08	3.09 1.09	2.35 1.37
96. Vice President for Community Colleges	421	2.72 1.24	2.73 1.24	2.48 1.30	3.25 1.22	2.70 1.23	2.53 1.27	2.73 1.20	2.81 1.16	2.92 1.38	2.48 1.18	3.22 1.08	2.13 1.11
97. System Administrators	706	2.51 1.12	2.49 1.10	2.32 1.21	2.89 1.43	2.53 1.07	2.20 1.09	2.50 1.07	2.58 1.02	2.62 1.15	2.46 1.07	3.03 0.95	2.19 0.95
98. Board of Regents	777	2.20 1.10	2.07 1.05	2.22 1.18	2.62 1.38	2.31 1.07	2.21 1.03	2.15 1.10	2.28 1.01	2.62 1.11	2.18 1.04	2.77 0.94	2.13 1.22
99. Legislature	800	1.78 0.99	1.59 0.87	2.14 1.13	2.19 1.39	1.93 0.98	1.95 1.01	1.89 1.02	1.75 0.86	2.30 1.12	1.82 0.91	2.35 1.05	1.71 0.75
100. Governor	781	2.10 1.07	2.05 1.06	2.17 1.22	2.30 1.33	2.13 1.01	1.97 0.97	2.26 1.13	2.15 0.94	2.11 1.07	2.10 1.07	2.25 0.90	2.00 0.91
101. Collective Bargaining Unit	808	3.88 1.16	3.90 1.18	3.80 1.29	4.38 0.84	3.80 1.13	3.58 1.07	3.78 1.08	3.68 1.16	3.89 1.13	3.97 1.04	4.12 0.90	3.47 1.58
Please rate the contribution to creating a campus culture of civility and collaboration provided by:													
102. Your Department/Division Chair	784	3.86 1.43	3.71 1.48	3.65 1.48	4.34 1.17	4.03 1.36	3.62 1.53	3.85 1.28	4.15 1.35	4.21 1.32	4.15 1.31	4.28 1.07	3.80 1.54
103. Your Dean/Director	817	3.27 1.48	3.21 1.50	3.03 1.58	3.67 1.25	3.37 1.46	3.18 1.57	3.39 1.36	3.22 1.58	4.00 1.27	3.19 1.38	3.60 1.22	3.63 1.46
104. Your Chancellor	803	3.17 1.38	3.23 1.29	2.43 1.48	3.26 1.33	3.23 1.44	2.18 1.28	3.25 1.39	3.08 1.43	3.07 1.54	3.55 1.34	3.89 0.98	3.84 1.46

	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
105. Other Campus Administrators	749	2.91 1.26	2.90 1.22	2.49 1.36	3.07 1.31	2.98 1.26	2.42 1.28	2.88 1.29	2.83 1.28	3.23 1.34	3.13 1.05	3.29 1.07	3.44 1.50
106. Campus Faculty Senate	774	3.46 1.19	3.30 1.11	3.10 1.31	3.74 1.22	3.69 1.20	3.16 1.33	3.85 1.17	3.41 1.13	3.81 1.16	3.94 1.13	3.91 1.05	4.00 1.20
107. University President	759	2.89 1.32	2.93 1.34	2.30 1.31	3.03 1.25	2.93 1.28	2.53 1.26	2.97 1.35	3.03 1.38	3.08 1.30	2.94 1.14	3.21 0.98	2.44 1.54
108. Vice President for Community Colleges	429	2.77 1.28	2.78 1.24	2.35 1.40	3.50 1.12	2.75 1.28	2.50 1.26	2.61 1.30	2.92 1.22	2.74 1.46	2.62 1.25	3.36 1.07	2.25 1.25
109. System Administrators	674	2.65 1.16	2.67 1.14	2.33 1.31	2.94 1.39	2.64 1.12	2.22 1.14	2.55 1.10	2.73 1.12	2.58 1.12	2.68 1.09	3.06 1.00	2.33 1.07
110. Board of Regents	721	2.26 1.12	2.19 1.09	2.17 1.20	2.63 1.37	2.34 1.10	2.12 1.13	2.17 1.07	2.32 1.08	2.50 1.05	2.28 1.04	2.87 1.02	2.25 1.35
111. Collective Bargaining Unit	742	3.61 1.20	3.65 1.19	3.58 1.17	4.05 0.90	3.50 1.24	3.06 1.26	3.59 1.14	3.29 1.29	3.69 1.10	3.70 1.17	4.03 0.92	3.00 1.54
Please rate the contribution to open and transparent campus communications made by:													
112. Your Department/Division Chair	782	3.80 1.45	3.60 1.49	3.63 1.62	4.19 1.21	4.04 1.36	3.85 1.59	3.83 1.48	4.18 1.26	4.17 1.31	4.13 1.29	4.16 1.09	3.70 1.42
113. Your Dean/Director	819	3.07 1.50	2.94 1.48	3.02 1.61	3.45 1.32	3.23 1.49	2.98 1.54	3.41 1.43	3.00 1.67	4.15 1.20	3.03 1.38	3.37 1.20	3.40 1.36
114. Your Chancellor	807	2.90 1.38	2.93 1.29	2.37 1.47	2.93 1.44	2.96 1.46	1.88 1.21	3.00 1.40	2.85 1.46	3.22 1.52	3.22 1.41	3.43 1.15	3.42 1.39
115. Other Campus Administrators	753	2.65 1.20	2.56 1.09	2.37 1.29	2.79 1.32	2.79 1.26	2.14 1.21	2.66 1.28	2.54 1.16	3.38 1.36	2.97 1.13	3.21 1.13	3.22 1.36
116. Campus Faculty Senate	782	3.59 1.17	3.40 1.14	3.41 1.25	3.88 1.17	3.84 1.15	3.29 1.32	4.05 1.06	3.59 1.08	4.04 0.85	4.15 1.17	4.00 0.97	3.78 1.27
117. University President	787	2.70 1.28	2.64 1.25	2.40 1.34	2.95 1.20	2.80 1.30	2.42 1.35	2.97 1.40	2.84 1.13	2.88 1.42	2.83 1.24	3.03 1.29	2.39 1.30
118. Vice President for Community Colleges	425	2.58 1.22	2.62 1.07	2.50 1.28	3.35 1.13	2.52 1.25	2.11 1.16	2.53 1.32	2.62 1.11	2.84 1.57	2.42 1.21	3.00 1.21	2.00 1.00
119. System Administrators	688	2.43 1.12	2.47 1.07	2.25 1.18	2.70 1.31	2.40 1.13	1.91 1.05	2.32 1.13	2.42 1.03	2.64 1.44	2.44 1.06	2.84 1.12	2.12 1.02
120. Board of Regents	736	2.19 1.11	2.10 1.05	2.11 1.25	2.62 1.28	2.26 1.12	2.08 1.14	2.12 1.11	2.21 1.04	2.67 1.11	2.15 1.12	2.61 1.04	2.29 1.23
121. Collective Bargaining Unit	762	3.84 1.16	3.88 1.15	3.71 1.28	4.13 0.88	3.78 1.18	3.57 1.24	3.95 1.15	3.64 1.20	3.85 0.99	3.87 1.14	4.06 0.90	3.44 1.62
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	733	3.80 1.33	3.66 1.35	3.63 1.44	4.16 1.20	3.97 1.26	3.87 1.32	4.03 1.17	3.89 1.36	4.18 1.30	3.92 1.28	4.33 0.80	3.67 1.41
123. Your Dean/Director	769	3.50 1.39	3.41 1.37	3.22 1.41	3.87 1.21	3.63 1.41	3.58 1.52	3.85 1.15	3.51 1.55	3.72 1.37	3.12 1.40	4.37 0.93	4.00 1.12
124. Your Chancellor	768	3.51 1.31	3.30 1.26	3.13 1.48	4.24 1.06	3.74 1.29	2.97 1.33	3.66 1.16	3.81 1.21	3.16 1.35	3.70 1.37	4.63 0.54	4.44 1.01
125. Other Campus Administrators	713	3.21	3.01	3.13	3.69	3.39	2.71	3.49	3.47	3.54	3.29	3.72	3.82

	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
		1.24	1.20	1.32	1.07	1.26	1.25	1.21	1.23	1.12	1.27	1.12	1.38
126. Campus Faculty Senate	722	3.34 1.22	3.14 1.14	3.27 1.30	3.83 1.26	3.54 1.24	2.76 1.33	3.83 1.00	3.25 1.22	3.81 1.18	3.63 1.30	3.94 0.89	3.89 1.15
127. University President	745	3.14 1.31	3.13 1.30	2.91 1.44	3.20 1.23	3.19 1.29	2.58 1.28	3.55 1.27	3.16 1.30	3.54 1.05	3.14 1.27	3.46 1.18	2.82 1.38
128. Vice President for Community Colleges	426	3.08 1.25	3.07 1.17	3.18 1.40	3.61 1.11	3.03 1.27	2.42 1.23	3.49 1.15	3.10 1.25	3.24 1.21	2.81 1.30	3.48 1.08	2.63 1.27
129. System Administrators	643	2.84 1.20	2.83 1.13	2.78 1.32	3.13 1.27	2.82 1.23	2.06 1.09	3.14 1.21	2.82 1.18	2.88 1.01	2.78 1.31	3.32 1.12	2.69 1.16
130. Board of Regents	693	2.67 1.25	2.62 1.20	2.80 1.28	2.79 1.40	2.69 1.28	2.03 1.18	3.08 1.30	2.67 1.26	2.92 0.98	2.47 1.35	3.17 1.07	2.69 1.31
131. Collective Bargaining Unit	646	3.23 1.18	3.15 1.13	3.31 1.23	3.61 1.16	3.24 1.23	2.67 1.12	3.76 1.07	2.83 1.25	3.29 1.02	3.48 1.18	3.74 0.97	2.75 1.48
Future Plans - By 2020 (two years from today):													
132. How likely are you to leave your current position?	869	2.73 1.49	2.81 1.49	2.81 1.55	2.32 1.36	2.67 1.49	2.83 1.43	2.51 1.45	2.75 1.43	2.93 1.56	2.58 1.49	2.65 1.53	2.30 1.62
133. How likely are you to seek another job within the institution or system?	867	2.02 1.31	2.01 1.31	1.97 1.44	2.27 1.27	2.02 1.27	2.00 1.31	1.66 1.00	2.05 1.16	1.96 1.23	2.13 1.29	2.32 1.51	1.85 1.42
134. How likely are you to leave the institution?	867	2.64 1.46	2.69 1.45	2.90 1.59	2.18 1.34	2.59 1.43	2.88 1.45	2.61 1.38	2.61 1.43	2.63 1.61	2.46 1.39	2.51 1.33	2.35 1.49
135. How likely are you to leave your career/profession?	863	1.88 1.21	1.80 1.19	1.83 1.23	1.75 1.11	2.02 1.23	2.12 1.28	2.22 1.30	2.12 1.24	1.89 1.10	1.93 1.16	1.59 1.03	2.26 1.45
Campus - Please indicate your agreement with the following statements about your campus.													
136. There is a sense of community on my campus.	856	3.17 1.19	3.05 1.10	2.67 1.25	3.41 1.15	3.39 1.26	2.52 1.12	3.49 1.17	3.09 1.29	3.14 1.25	3.80 1.04	4.00 0.93	3.90 1.37
137. I am loyal to this campus.	856	3.76 1.14	3.58 1.13	3.75 1.17	4.00 0.96	3.97 1.12	3.83 1.15	3.93 1.27	3.71 1.20	3.82 1.20	4.18 0.97	4.27 0.72	4.20 1.12
138. My campus is a good place to work.	855	3.51 1.17	3.47 1.15	2.98 1.32	3.82 1.09	3.63 1.16	2.95 1.17	3.54 1.13	3.43 1.14	3.75 1.15	3.94 1.06	4.03 0.91	4.00 1.12
139. This campus values the faculty.	856	2.94 1.27	2.78 1.22	2.57 1.27	3.36 1.24	3.18 1.29	2.33 1.11	3.02 1.28	2.92 1.31	3.36 1.29	3.59 1.10	3.59 1.08	3.80 1.29
140. This campus supports my scholarly goals.	809	3.00 1.22	2.99 1.19	2.50 1.24	3.23 1.25	3.06 1.24	2.10 0.98	2.95 1.11	2.97 1.11	3.32 1.14	3.33 1.20	3.55 1.23	3.58 1.46
141. This is a fair campus.	854	3.04 1.25	3.07 1.15	2.54 1.33	3.23 1.24	3.07 1.33	2.02 1.03	2.85 1.34	2.89 1.29	3.11 1.37	3.63 1.00	3.46 1.22	3.55 1.66
142. I am proud to work at this campus.	858	3.62 1.15	3.56 1.09	3.10 1.30	3.84 1.12	3.78 1.16	3.02 1.03	3.68 1.25	3.71 1.16	4.00 1.19	4.08 0.99	4.03 0.94	3.95 1.36
143. My access to parking is adequate.	777	3.73 1.36	3.04 1.40	4.02 1.21	4.51 0.89	4.43 0.89	4.20 1.04	3.67 1.14	4.27 0.98	4.81 0.39	4.76 0.46	4.71 0.45	4.89 0.31

* 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.	23.2	7.3	3.9	11.6
Q.6. I have sufficient autonomy in my work.	12.2	10.9	10.1	11.1
Q.3. I am intellectually stimulated by my work.	13.6	14.3	4.6	10.9
Q.4. I enjoy my faculty position.	9.1	9.7	9.0	9.3
Q.5. I share a common purpose with my colleagues.	8.1	5.8	6.7	6.9
UH Manoa				
Q.3. I am intellectually stimulated by my work.	17.7	16.9	4.2	13.1
Q.2. I am enthusiastic about my work.	24.1	7.5	3.5	11.9
Q.6. I have sufficient autonomy in my work.	12.1	10.4	11.2	11.2
Q.4. I enjoy my faculty position.	7.8	8.9	9.5	8.7
Q.5. I share a common purpose with my colleagues.	6.9	4.8	6.5	6.1
UH Hilo				
Q.6. I have sufficient autonomy in my work.	16.9	10.3	9.4	12.4
Q.3. I am intellectually stimulated by my work.	13.6	17.2	3.8	11.8
Q.2. I am enthusiastic about my work.	20.3	0.0	7.5	9.4
Q.13. Service to the community is rewarding for me.	8.5	1.7	13.2	7.6
Q.4. I enjoy my faculty position.	6.8	8.6	5.7	7.1
UH West Oahu				
Q.2. I am enthusiastic about my work.	29.3	4.9	9.8	14.6
Q.4. I enjoy my faculty position.	2.4	9.8	19.5	10.6
Q.6. I have sufficient autonomy in my work.	9.8	12.2	7.3	9.8
Q.1. I feel appreciated for my work.	17.1	7.3	2.4	8.9
Q.3. I am intellectually stimulated by my work.	7.3	17.1	2.4	8.9
UH Community Colleges				
Q.2. I am enthusiastic about my work.	21.7	8.8	2.9	11.3
Q.6. I have sufficient autonomy in my work.	11.7	11.6	8.9	10.8
Q.4. I enjoy my faculty position.	12.3	10.9	7.5	10.3
Q.5. I share a common purpose with my colleagues.	11.0	8.5	7.9	9.2
Q.3. I am intellectually stimulated by my work.	8.7	9.5	5.7	8.0

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.	14.5	5.5	5.9	8.7
Q.1. I feel appreciated for my work.	10.8	3.9	3.1	6.0
Q.7. My work responsibilities are well-balanced.	8.4	4.8	3.1	5.5
Q.17. I have not experienced abuse of authority at work.	4.4	4.0	3.1	3.9
Q.63. Facilities are repaired & maintained.	3.2	2.9	5.4	3.8
UH Manoa				
Q.55. I am satisfied with my current salary.	16.0	6.5	6.0	9.6
Q.7. My work responsibilities are well-balanced.	8.7	4.8	3.8	5.8
Q.22. There is no bullying in the work environment.	5.0	4.4	3.5	4.3
Q.63. Facilities are repaired & maintained.	3.8	4.1	5.0	4.3
Q.17. I have not experienced abuse of authority at work.	4.7	4.8	2.3	4.0
UH Hilo				
Q.1. I feel appreciated for my work.	14.5	8.1	8.1	10.2
Q.55. I am satisfied with my current salary.	11.3	3.2	4.8	6.5
Q.17. I have not experienced abuse of authority at work.	8.1	4.8	1.6	4.8
Q.22. There is no bullying in the work environment.	6.5	3.2	3.2	4.3
Q.27. I do not fear retaliation at work.	0.0	4.8	6.5	3.8
UH West Oahu				
Q.55. I am satisfied with my current salary.	23.1	5.1	8.1	12.2
Q.1. I feel appreciated for my work.	10.3	10.3	2.7	7.8
Q.67. I have sufficient clerical support.	7.7	5.1	8.1	7.0
Q.54. My standard of living is adequate.	0.0	7.7	5.4	4.3
Q.7. My work responsibilities are well-balanced.	10.3	2.6	0.0	4.3
UH Community Colleges				
Q.1. I feel appreciated for my work.	15.4	4.3	4.4	8.2
Q.55. I am satisfied with my current salary.	11.9	4.6	5.6	7.5
Q.7. My work responsibilities are well-balanced.	9.6	5.3	3.0	6.0
Q.63. Facilities are repaired & maintained.	3.1	2.1	7.0	4.0
Q.17. I have not experienced abuse of authority at work.	3.8	3.2	4.8	3.9
Q.27. I do not fear retaliation at work.	4.4	3.9	3.3	

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*	873	3.45 0.80	3.40 0.80	3.22 0.78	3.70 0.82	3.52 0.79	3.01 0.70	3.53 0.71	3.47 0.80	3.63 0.71	3.60 0.76	3.91 0.57	3.60 1.00
Reward/Evaluation System*	869	3.25 0.91	3.25 0.84	2.91 1.04	3.59 0.93	3.27 0.94	2.76 0.88	3.32 0.80	3.18 0.99	3.15 0.76	3.44 0.96	3.57 0.74	3.55 1.09
Collegial Relations*	869	3.86 0.93	3.74 0.92	3.67 0.99	4.21 0.86	4.02 0.89	3.79 0.97	4.13 0.87	4.02 0.80	3.86 0.91	4.10 0.91	4.28 0.65	3.75 1.17
Faculty Governance*	848	2.97 0.91	2.89 0.87	2.74 1.08	3.15 1.04	3.10 0.89	2.57 0.97	3.12 0.80	2.98 0.86	3.21 0.86	3.23 0.85	3.59 0.75	3.11 0.76
Personal Factors*	868	3.31 0.98	3.27 1.02	3.27 0.84	3.24 0.93	3.38 0.94	3.40 0.77	3.27 0.99	3.41 1.00	3.57 0.71	3.42 0.96	3.37 0.87	3.06 1.17
Support Services*	871	3.14 0.86	2.98 0.84	2.74 0.84	3.48 0.85	3.40 0.81	2.95 0.81	3.31 0.85	3.17 0.76	3.69 0.65	3.61 0.74	3.58 0.77	3.90 0.75
Advocacy for Faculty**	860	2.89 0.86	2.82 0.85	2.72 0.88	3.21 0.92	2.98 0.83	2.65 0.81	2.97 0.82	2.93 0.84	3.13 0.74	2.94 0.81	3.40 0.77	3.01 0.85
Confidence in Leadership ***	866	2.87 0.84	2.79 0.83	2.66 0.88	3.17 0.94	2.97 0.81	2.69 0.85	2.96 0.79	2.89 0.86	3.15 0.70	2.99 0.75	3.33 0.67	2.92 0.85
Civility & Collaboration ****	847	3.15 0.96	3.14 0.95	2.74 1.05	3.48 0.99	3.20 0.91	2.80 0.93	3.14 0.87	3.16 0.98	3.31 0.77	3.26 0.84	3.58 0.72	3.32 1.07
Open & Transparent****	847	3.04 0.92	3.00 0.90	2.74 0.98	3.37 1.02	3.12 0.89	2.70 0.88	3.14 0.85	3.06 0.89	3.40 0.78	3.19 0.90	3.41 0.78	3.03 0.87
Native Hawaiian****	809	3.29 1.01	3.21 1.00	3.08 1.08	3.70 0.99	3.38 0.99	2.98 1.05	3.58 0.83	3.34 1.02	3.43 0.85	3.27 1.03	3.85 0.66	3.45 1.08
Campus Climate*	864	3.34 0.95	3.20 0.91	3.00 0.95	3.66 0.88	3.57 0.95	2.87 0.81	3.39 0.96	3.38 0.95	3.68 0.93	3.92 0.78	3.96 0.74	3.97 1.04

* 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	866	5.89 2.58	5.88 2.56	4.95 2.92	7.07 2.32	5.92 2.49	4.50 2.55	5.95 2.38	5.87 2.39	6.04 2.25	6.19 2.48	7.00 1.94	6.00 2.77

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	864	5.07 2.76	4.94 2.70	4.20 2.91	6.11 2.66	5.28 2.75	3.86 2.54	5.12 2.43	5.41 2.69	4.93 2.75	5.51 2.81	6.62 2.35	5.30 3.08

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	854	3.90 2.63	3.77 2.54	3.05 2.54	5.05 2.88	4.09 2.66	2.83 2.32	4.27 2.23	3.97 2.50	3.93 2.52	4.34 2.94	5.11 2.83	4.25 2.57

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	869	2.69 1.41	2.75 1.40	2.84 1.52	2.25 1.26	2.63 1.39	2.86 1.37	2.56 1.34	2.68 1.37	2.78 1.52	2.52 1.40	2.58 1.33	2.33 1.44

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	873	3.45 0.80	3.40 0.80	3.22 0.78	3.70 0.82	3.52 0.79	3.01 0.70	3.53 0.71	3.47 0.80	3.63 0.71	3.60 0.76	3.91 0.57	3.60 1.00
Classification													
Instructional	533	3.39 0.79	3.36 0.79	3.11 0.72	3.58 0.69	3.46 0.79	2.98 0.61	3.58 0.72	3.39 0.79	3.53 0.72	3.44 0.78	3.91 0.59	3.55 1.10
Librarian	31	3.58 0.69	3.73 0.59	**	3.03 0.73	3.52 0.75		3.00 0.35	4.15 0.27		3.60 0.95	**	3.65 0.27
Researcher	34	3.21 0.76	3.21 0.77			**		**					
Specialist	108	3.51 0.71	3.51 0.71	3.49 0.86	4.20 0.32	3.30 0.56	3.11 0.40	3.48 0.17	3.12 0.88		3.46 0.42	**	
County Agent	5	3.12 0.48	3.12 0.48										
Lecturer	72	3.79 0.87	3.55 0.99	3.90 0.65	3.85 1.06	3.89 0.74	3.71 0.37	3.72 0.57	3.86 0.76	4.00 0.96	4.03 0.76	4.11 0.31	3.43 0.99
Multiple classification	25	3.34 0.89	3.06 0.82	**		3.96 0.59	**		**	4.19 0.51	3.99 0.51	4.32 0.10	
Other	52	3.68 0.89	3.90 0.92	**	**	3.52 0.84	2.84 1.14	3.30 1.14	3.46 0.78	3.73 0.42	3.79 0.42	3.78 0.62	4.08 0.68
Blank	13	3.02 0.72	3.16 1.04	2.75 0.39		3.12 0.26			2.74 0.00	3.25 0.00	3.04 0.00	3.44 0.00	
Rank													
Rank 2	153	3.60 0.77	3.65 0.75	3.55 0.64	3.90 0.97	3.51 0.77	2.85 0.66	3.72 0.53	3.31 0.74	3.34 0.74	3.65 0.66	4.07 0.51	4.50 0.43
Rank 3	184	3.33 0.82	3.26 0.83	2.86 0.68	3.59 0.55	3.40 0.82	2.84 0.77	3.78 0.53	3.29 0.86	3.74 0.74	3.52 0.60	3.63 0.48	3.26 1.13
Rank 4	193	3.37 0.75	3.25 0.76	3.37 0.70	3.91 0.73	3.49 0.71	2.90 0.45	3.31 0.67	3.68 0.80	3.52 0.65	3.63 0.57	3.75 0.63	3.76 0.58

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	231	3.42 <i>0.79</i>	3.43 <i>0.75</i>	2.82 <i>0.72</i>	3.35 <i>0.79</i>	3.53 <i>0.82</i>	3.09 <i>0.83</i>	3.31 <i>0.86</i>	3.52 <i>0.66</i>	3.52 <i>0.43</i>	3.35 <i>0.96</i>	4.18 <i>0.57</i>	3.98 <i>0.57</i>
Blank	112	3.63 <i>0.86</i>	3.56 <i>0.88</i>	3.31 <i>0.86</i>	3.95 <i>0.90</i>	3.78 <i>0.77</i>	3.66 <i>0.57</i>	3.92 <i>0.60</i>	3.56 <i>0.88</i>	4.07 <i>0.65</i>	4.09 <i>0.78</i>	3.95 <i>0.41</i>	3.03 <i>0.92</i>
Appointment													
9-month	481	3.40 <i>0.80</i>	3.30 <i>0.82</i>	3.26 <i>0.72</i>	3.71 <i>0.73</i>	3.50 <i>0.78</i>	2.99 <i>0.61</i>	3.62 <i>0.78</i>	3.41 <i>0.82</i>	3.56 <i>0.76</i>	3.57 <i>0.64</i>	3.89 <i>0.54</i>	3.37 <i>1.13</i>
11-month	349	3.50 <i>0.77</i>	3.51 <i>0.73</i>	3.06 <i>0.94</i>	3.43 <i>0.91</i>	3.55 <i>0.79</i>	2.95 <i>0.84</i>	3.36 <i>0.49</i>	3.53 <i>0.77</i>	3.81 <i>0.59</i>	3.61 <i>0.87</i>	3.97 <i>0.67</i>	4.01 <i>0.53</i>
Blank	43	3.53 <i>0.98</i>	3.28 <i>1.10</i>	3.41 <i>0.62</i>	4.04 <i>0.94</i>	3.67 <i>0.85</i>	3.51 <i>0.75</i>		3.61 <i>0.78</i>	3.25 <i>0.00</i>	3.86 <i>1.08</i>		4.00 <i>0.00</i>
Gender Identity													
Female	476	3.46 <i>0.79</i>	3.43 <i>0.80</i>	3.26 <i>0.67</i>	3.73 <i>0.80</i>	3.48 <i>0.77</i>	2.92 <i>0.67</i>	3.52 <i>0.61</i>	3.46 <i>0.80</i>	3.50 <i>0.58</i>	3.62 <i>0.61</i>	3.97 <i>0.64</i>	3.64 <i>1.00</i>
Male	337	3.52 <i>0.80</i>	3.47 <i>0.73</i>	3.31 <i>0.91</i>	3.72 <i>0.87</i>	3.62 <i>0.83</i>	3.11 <i>0.72</i>	3.53 <i>0.85</i>	3.52 <i>0.83</i>	3.78 <i>0.80</i>	3.67 <i>0.90</i>	3.92 <i>0.42</i>	3.58 <i>1.10</i>
Other	30	3.04 <i>0.61</i>	2.85 <i>0.70</i>	3.22 <i>0.00</i>	3.16 <i>0.38</i>	3.29 <i>0.43</i>	3.21 <i>0.53</i>	**	3.29 <i>0.29</i>		3.21 <i>0.17</i>		**
Blank	30	2.88 <i>0.86</i>	2.84 <i>1.01</i>	2.51 <i>0.42</i>		3.19 <i>0.59</i>	4.26 <i>0.00</i>	3.46 <i>0.22</i>	3.06 <i>0.31</i>	3.25 <i>0.00</i>	2.23 <i>0.00</i>	2.74 <i>0.00</i>	
Race/Ethnicity													
Minority	387	3.50 <i>0.83</i>	3.45 <i>0.81</i>	3.23 <i>0.75</i>	3.84 <i>0.87</i>	3.54 <i>0.83</i>	2.90 <i>0.82</i>	3.53 <i>0.75</i>	3.48 <i>0.87</i>	3.73 <i>0.73</i>	3.67 <i>0.70</i>	4.02 <i>0.49</i>	3.57 <i>1.22</i>
Non-Minority	400	3.46 <i>0.74</i>	3.43 <i>0.75</i>	3.37 <i>0.78</i>	3.56 <i>0.75</i>	3.52 <i>0.70</i>	2.95 <i>0.41</i>	3.55 <i>0.66</i>	3.52 <i>0.61</i>	3.63 <i>0.55</i>	3.56 <i>0.80</i>	3.88 <i>0.59</i>	3.53 <i>0.89</i>
Other-Blank/Blank	86	3.18 <i>0.90</i>	3.08 <i>0.94</i>	2.59 <i>0.51</i>	3.68 <i>0.72</i>	3.39 <i>0.84</i>	3.64 <i>0.57</i>	3.46 <i>0.22</i>	3.31 <i>0.90</i>	3.20 <i>0.99</i>	3.30 <i>0.88</i>	2.74 <i>0.00</i>	3.88 <i>0.73</i>

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

** Indicates small sample size 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	869	3.25 0.91	3.25 0.84	2.91 1.04	3.59 0.93	3.27 0.94	2.76 0.88	3.32 0.80	3.18 0.99	3.15 0.76	3.44 0.96	3.57 0.74	3.55 1.09
Classification													
Instructional	532	3.21 0.88	3.23 0.81	2.84 0.98	3.67 0.87	3.19 0.92	2.82 0.75	3.27 0.86	3.08 0.95	3.00 0.71	3.28 0.99	3.48 0.80	3.63 1.04
Librarian	31	3.72 0.60	3.82 0.28	**	3.36 0.64	3.71 0.82		3.47 0.13	**		3.69 1.33	**	3.75 0.08
Researcher	34	3.00 0.78	2.99 0.80			**		**					
Specialist	108	3.38 0.84	3.40 0.80	3.18 1.29	3.86 0.34	3.22 0.83	3.17 0.57	2.96 0.27	3.09 1.37		3.29 0.29	**	
County Agent	5	3.16 0.80	3.16 0.80										
Lecturer	71	3.19 1.11	2.82 1.18	3.10 1.11	3.10 1.09	3.44 1.02	3.07 0.93	4.03 0.71	3.23 0.95	4.13 0.88	3.47 1.05	3.72 0.66	2.73 1.27
Multiple classification	25	3.41 0.86	3.23 0.83	**		3.90 0.53	**		**	4.00 0.14	4.02 0.62	3.83 0.33	
Other	52	3.41 1.06	3.43 1.01	**	**	3.32 1.06	1.99 1.22	3.50 0.50	3.42 1.11	3.15 0.29	3.86 0.40	3.71 0.29	4.00 1.00
Blank	11	2.78 0.72	2.73 0.89	2.63 0.63		2.90 0.44			3.29 0.00	2.17 0.00	3.00 0.00	3.17 0.00	
Rank													
Rank 2	152	3.31 0.94	3.40 0.85	3.41 0.84	3.48 1.26	3.18 0.99	2.41 0.93	3.32 0.99	2.91 1.00	3.09 0.30	3.51 0.91	3.73 0.65	4.11 0.64
Rank 3	184	3.22 0.86	3.20 0.77	2.15 0.89	3.82 0.52	3.22 0.92	2.83 0.93	3.43 0.65	3.05 0.98	2.92 0.89	3.62 0.83	3.38 0.50	3.32 1.11
Rank 4	192	3.22 0.84	3.15 0.80	2.88 0.78	4.15 0.77	3.28 0.83	2.63 0.57	3.37 0.47	3.48 0.94	3.14 0.68	3.40 0.86	3.23 0.69	4.06 0.75

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	231	3.28 <i>0.88</i>	3.33 <i>0.82</i>	2.81 <i>1.01</i>	3.17 <i>0.75</i>	3.32 <i>0.96</i>	2.22 <i>0.62</i>	2.97 <i>0.83</i>	3.38 <i>0.91</i>	3.22 <i>0.39</i>	3.14 <i>1.04</i>	3.99 <i>0.87</i>	4.17 <i>0.50</i>
Blank	110	3.20 <i>1.07</i>	3.11 <i>1.00</i>	2.80 <i>1.29</i>	3.33 <i>0.98</i>	3.41 <i>1.02</i>	3.49 <i>0.78</i>	4.38 <i>0.63</i>	2.98 <i>1.01</i>	3.66 <i>1.04</i>	3.67 <i>1.10</i>	3.60 <i>0.62</i>	2.45 <i>1.02</i>
Appointment													
9-month	479	3.21 <i>0.90</i>	3.16 <i>0.83</i>	2.96 <i>1.05</i>	3.68 <i>0.91</i>	3.24 <i>0.92</i>	2.69 <i>0.77</i>	3.34 <i>0.95</i>	3.27 <i>0.94</i>	3.18 <i>0.68</i>	3.35 <i>0.94</i>	3.51 <i>0.77</i>	3.26 <i>1.16</i>
11-month	347	3.34 <i>0.87</i>	3.37 <i>0.79</i>	2.82 <i>1.15</i>	3.35 <i>0.96</i>	3.36 <i>0.94</i>	2.81 <i>1.09</i>	3.30 <i>0.37</i>	3.23 <i>0.99</i>	3.18 <i>0.87</i>	3.57 <i>0.96</i>	3.77 <i>0.57</i>	4.08 <i>0.72</i>
Blank	43	2.95 <i>1.09</i>	2.78 <i>1.23</i>	2.87 <i>0.63</i>	3.52 <i>0.90</i>	2.95 <i>1.08</i>	3.50 <i>0.50</i>		2.21 <i>0.88</i>	2.17 <i>0.00</i>	3.55 <i>1.05</i>		4.00 <i>0.00</i>
Gender Identity													
Female	473	3.31 <i>0.90</i>	3.30 <i>0.83</i>	3.00 <i>0.98</i>	3.79 <i>0.83</i>	3.29 <i>0.95</i>	2.68 <i>0.91</i>	3.48 <i>0.76</i>	3.32 <i>0.98</i>	2.98 <i>0.69</i>	3.48 <i>0.83</i>	3.67 <i>0.84</i>	3.50 <i>1.15</i>
Male	337	3.24 <i>0.90</i>	3.27 <i>0.80</i>	2.89 <i>1.16</i>	3.20 <i>0.93</i>	3.27 <i>0.94</i>	2.95 <i>0.64</i>	3.12 <i>0.84</i>	3.01 <i>1.03</i>	3.37 <i>0.76</i>	3.48 <i>1.07</i>	3.48 <i>0.63</i>	3.81 <i>0.89</i>
Other	30	3.01 <i>0.80</i>	2.91 <i>0.81</i>	2.96 <i>0.46</i>	3.08 <i>1.25</i>	3.15 <i>0.69</i>	2.67 <i>0.94</i>	**	3.46 <i>0.04</i>		3.24 <i>0.55</i>		**
Blank	29	2.64 <i>0.93</i>	2.57 <i>0.99</i>	2.38 <i>0.71</i>		2.93 <i>0.84</i>	4.00 <i>0.00</i>	3.20 <i>0.60</i>	2.89 <i>0.39</i>	2.17 <i>0.00</i>	1.43 <i>0.00</i>	3.67 <i>0.00</i>	
Race/Ethnicity													
Minority	384	3.32 <i>0.92</i>	3.29 <i>0.89</i>	3.15 <i>0.75</i>	3.68 <i>0.88</i>	3.32 <i>0.97</i>	2.50 <i>0.88</i>	3.37 <i>0.82</i>	3.27 <i>0.96</i>	3.33 <i>0.97</i>	3.54 <i>0.95</i>	3.67 <i>0.72</i>	3.68 <i>0.96</i>
Non-Minority	399	3.25 <i>0.84</i>	3.28 <i>0.75</i>	2.91 <i>1.20</i>	3.43 <i>0.98</i>	3.25 <i>0.86</i>	2.87 <i>0.68</i>	3.25 <i>0.78</i>	3.22 <i>0.95</i>	3.03 <i>0.43</i>	3.48 <i>0.82</i>	3.48 <i>0.76</i>	3.32 <i>1.19</i>
Other-Blank/Blank	86	2.96 <i>1.04</i>	2.93 <i>1.02</i>	2.26 <i>0.74</i>	3.89 <i>0.76</i>	3.06 <i>1.04</i>	3.53 <i>0.93</i>	3.20 <i>0.60</i>	2.72 <i>1.09</i>	2.83 <i>0.49</i>	2.83 <i>1.06</i>	3.67 <i>0.00</i>	4.00 <i>0.76</i>

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

** Indicates small sample size 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	869	3.86 0.93	3.74 0.92	3.67 0.99	4.21 0.86	4.02 0.89	3.79 0.97	4.13 0.87	4.02 0.80	3.86 0.91	4.10 0.91	4.28 0.65	3.75 1.17
Classification													
Instructional	532	3.85 0.95	3.76 0.92	3.66 1.03	4.19 0.90	3.96 0.96	3.59 1.04	4.16 0.94	3.98 0.84	3.68 0.99	4.07 0.92	4.32 0.68	3.60 1.26
Librarian	31	3.98 0.79	4.00 0.82	**	4.25 0.42	4.00 0.76		4.25 0.58	4.25 0.08		3.83 1.14	**	**
Researcher	34	3.50 0.73	3.48 0.73			**		**					
Specialist	108	3.80 0.80	3.77 0.80	3.46 0.93	4.58 0.45	3.91 0.62	3.87 0.59	4.00 0.27	4.00 0.82		3.58 0.75	**	
County Agent	5	3.83 0.83	3.83 0.83										
Lecturer	71	4.01 0.99	3.56 1.29	4.38 0.42	4.00 0.89	4.17 0.82	3.92 0.75	4.11 0.42	4.24 0.64	4.92 0.08	4.02 0.98	4.40 0.37	3.78 1.29
Multiple classification	25	3.77 1.11	3.35 1.06	**		4.67 0.36	**		**	4.75 0.25	4.67 0.24	4.42 0.58	
Other	51	4.17 0.79	4.15 0.92	**	**	4.14 0.74	4.40 0.61	3.83 1.17	3.89 0.75	3.85 0.15	4.33 0.69	4.17 0.83	4.42 0.58
Blank	12	3.34 0.85	3.30 1.28	3.11 0.16		3.58 0.18			3.67 0.00	3.33 0.00	3.80 0.00	3.50 0.00	
Rank													
Rank 2	151	4.02 0.81	3.88 0.92	4.01 0.58	4.44 0.85	4.10 0.67	3.95 0.50	4.41 0.44	3.84 0.88	3.99 0.38	4.08 0.67	4.50 0.43	4.42 0.42
Rank 3	184	3.88 0.93	3.81 0.86	2.66 1.00	4.61 0.44	3.92 0.96	3.79 0.89	4.28 0.70	3.93 0.71	3.76 1.15	4.11 0.93	4.12 0.62	3.38 1.43
Rank 4	192	3.88 0.91	3.71 0.83	4.03 0.90	4.21 1.06	4.04 0.95	3.40 1.22	3.96 0.74	4.05 0.80	3.83 0.73	4.26 0.92	4.40 0.78	4.83 0.24

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	231	3.71 <i>0.97</i>	3.66 <i>0.96</i>	3.14 <i>0.99</i>	3.67 <i>0.65</i>	3.98 <i>0.96</i>	3.08 <i>0.92</i>	3.89 <i>1.30</i>	4.29 <i>0.65</i>	3.57 <i>1.00</i>	3.92 <i>0.98</i>	4.22 <i>0.67</i>	3.56 <i>0.52</i>
Blank	111	3.90 <i>0.97</i>	3.71 <i>1.07</i>	3.96 <i>0.89</i>	3.94 <i>0.97</i>	4.10 <i>0.82</i>	4.43 <i>0.56</i>	4.33 <i>0.33</i>	3.97 <i>0.89</i>	4.25 <i>0.76</i>	4.13 <i>0.92</i>	4.17 <i>0.50</i>	3.17 <i>0.95</i>
Appointment													
9-month	480	3.85 <i>0.96</i>	3.72 <i>0.95</i>	3.90 <i>0.88</i>	4.21 <i>0.90</i>	3.94 <i>0.96</i>	3.58 <i>1.05</i>	4.12 <i>0.96</i>	3.88 <i>0.87</i>	3.84 <i>1.03</i>	4.08 <i>0.83</i>	4.29 <i>0.63</i>	3.45 <i>1.33</i>
11-month	346	3.89 <i>0.86</i>	3.81 <i>0.84</i>	3.18 <i>1.07</i>	4.39 <i>0.56</i>	4.14 <i>0.77</i>	4.08 <i>0.59</i>	4.15 <i>0.67</i>	4.18 <i>0.70</i>	3.94 <i>0.68</i>	4.14 <i>1.04</i>	4.26 <i>0.69</i>	4.18 <i>0.39</i>
Blank	43	3.67 <i>1.12</i>	3.16 <i>1.28</i>	3.63 <i>0.90</i>	3.94 <i>0.97</i>	4.23 <i>0.68</i>	4.92 <i>0.08</i>		4.17 <i>0.51</i>	3.33 <i>0.00</i>	3.99 <i>0.72</i>		5.00 <i>0.00</i>
Gender Identity													
Female	475	3.95 <i>0.87</i>	3.83 <i>0.89</i>	3.68 <i>0.93</i>	4.26 <i>0.89</i>	4.11 <i>0.79</i>	3.97 <i>0.78</i>	4.32 <i>0.61</i>	4.11 <i>0.75</i>	3.83 <i>0.67</i>	4.22 <i>0.77</i>	4.35 <i>0.56</i>	3.81 <i>1.16</i>
Male	335	3.81 <i>0.96</i>	3.70 <i>0.90</i>	3.79 <i>1.05</i>	4.24 <i>0.70</i>	3.93 <i>1.02</i>	3.13 <i>1.35</i>	3.82 <i>1.09</i>	3.94 <i>0.89</i>	3.91 <i>1.11</i>	4.08 <i>0.95</i>	4.25 <i>0.72</i>	3.33 <i>1.23</i>
Other	30	3.54 <i>0.86</i>	3.48 <i>0.98</i>	3.42 <i>0.25</i>	3.25 <i>0.75</i>	3.73 <i>0.71</i>	3.33 <i>0.14</i>	**	4.00 <i>0.17</i>		3.39 <i>0.91</i>		**
Blank	29	3.25 <i>1.13</i>	3.07 <i>1.18</i>	3.00 <i>0.96</i>		3.78 <i>0.88</i>	5.00 <i>0.00</i>	4.53 <i>0.13</i>	3.58 <i>0.08</i>	3.33 <i>0.00</i>	2.00 <i>0.00</i>	3.67 <i>0.00</i>	
Race/Ethnicity													
Minority	384	3.98 <i>0.93</i>	3.85 <i>0.95</i>	3.70 <i>0.85</i>	4.44 <i>0.87</i>	4.10 <i>0.89</i>	3.79 <i>1.05</i>	4.18 <i>0.87</i>	4.07 <i>0.79</i>	3.88 <i>1.05</i>	4.28 <i>0.69</i>	4.36 <i>0.66</i>	3.60 <i>1.47</i>
Non-Minority	399	3.82 <i>0.86</i>	3.72 <i>0.85</i>	3.98 <i>0.85</i>	3.99 <i>0.78</i>	3.95 <i>0.88</i>	3.57 <i>0.84</i>	3.95 <i>0.90</i>	4.15 <i>0.64</i>	3.89 <i>0.86</i>	3.94 <i>1.12</i>	4.24 <i>0.63</i>	3.63 <i>1.00</i>
Other-Blank/Blank	86	3.50 <i>1.10</i>	3.43 <i>1.14</i>	2.36 <i>0.78</i>	4.13 <i>0.89</i>	3.81 <i>0.91</i>	4.47 <i>0.66</i>	4.53 <i>0.13</i>	3.48 <i>0.95</i>	3.61 <i>0.21</i>	3.46 <i>1.01</i>	3.67 <i>0.00</i>	4.50 <i>0.41</i>

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

** Indicates small sample size 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	848	2.97 0.91	2.89 0.87	2.74 1.08	3.15 1.04	3.10 0.89	2.57 0.97	3.12 0.80	2.98 0.86	3.21 0.86	3.23 0.85	3.59 0.75	3.11 0.76
Classification													
Instructional	527	2.91 0.91	2.79 0.90	2.75 1.09	3.16 0.79	3.06 0.88	2.57 0.88	3.17 0.86	2.97 0.85	3.26 0.77	3.10 0.88	3.46 0.73	3.02 0.86
Librarian	31	3.22 0.85	3.35 0.45	** 	3.30 1.70	3.18 0.90		2.65 0.15	3.45 0.05		3.28 1.42	** 	3.15 0.25
Researcher	32	2.96 0.64	2.97 0.64			** 		** 					
Specialist	107	3.02 0.80	3.03 0.74	2.68 0.88	3.67 0.56	2.94 1.03	2.70 1.14	2.45 0.20	2.87 1.00		3.50 0.50	** 	
County Agent	4	3.38 0.34	3.38 0.34										
Lecturer	63	3.17 1.07	3.00 1.15	3.10 0.84	2.61 1.36	3.42 0.88	3.30 0.30	3.60 0.38	3.01 1.15	3.95 1.05	3.45 0.63	3.80 0.79	3.60 0.57
Multiple classification	25	3.03 0.87	2.90 0.91	** 		3.41 0.58	** 		** 	3.75 0.45	3.10 0.43	** 	
Other	48	3.16 0.97	3.13 1.00	** 	** 	3.09 0.92	2.28 1.26	3.33 0.67	2.89 0.59	2.79 0.57	3.61 0.56	4.25 0.75	2.95 0.05
Blank	11	2.35 0.76	2.46 0.75	2.00 1.00		2.38 0.55			2.60 0.00	1.50 0.00	2.40 0.00	3.00 0.00	
Rank													
Rank 2	152	3.19 0.90	3.36 0.79	3.26 0.64	3.10 1.17	3.00 0.97	2.53 1.32	3.27 0.74	2.74 0.86	2.99 0.74	3.15 1.01	3.54 0.72	3.20 0.16
Rank 3	182	2.94 0.85	2.81 0.79	1.72 0.46	3.33 0.86	3.11 0.83	2.53 0.80	3.41 0.69	2.87 0.75	3.60 0.88	3.39 0.69	3.34 0.42	2.84 0.84
Rank 4	190	2.87 0.88	2.69 0.76	3.24 1.13	3.47 1.11	3.00 0.87	2.25 0.73	2.91 0.66	3.32 0.90	3.14 0.56	2.92 0.73	3.39 0.85	3.53 0.82

	Overall					UHCC							
	Total		UHM	UHH	UHWO	Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	228	2.91 <i>0.90</i>	2.87 <i>0.90</i>	2.30 <i>0.94</i>	2.86 <i>0.58</i>	3.17 <i>0.83</i>	2.00 <i>0.10</i>	2.91 <i>1.01</i>	3.10 <i>0.52</i>	2.92 <i>0.33</i>	3.18 <i>0.88</i>	3.95 <i>0.78</i>	3.47 <i>0.42</i>
Blank	96	2.99 <i>1.06</i>	2.84 <i>0.96</i>	2.51 <i>1.19</i>	2.96 <i>1.48</i>	3.31 <i>0.95</i>	3.42 <i>0.63</i>	3.41 <i>0.31</i>	2.66 <i>1.10</i>	3.12 <i>1.26</i>	3.85 <i>0.61</i>	3.77 <i>0.65</i>	3.00 <i>0.75</i>
Appointment													
9-month	471	2.93 <i>0.94</i>	2.74 <i>0.93</i>	2.93 <i>0.97</i>	3.21 <i>0.87</i>	3.11 <i>0.89</i>	2.49 <i>0.91</i>	3.26 <i>0.76</i>	3.00 <i>0.99</i>	3.27 <i>0.88</i>	3.23 <i>0.71</i>	3.52 <i>0.75</i>	3.04 <i>0.89</i>
11-month	339	3.05 <i>0.84</i>	3.08 <i>0.73</i>	2.35 <i>1.27</i>	3.08 <i>1.23</i>	3.09 <i>0.89</i>	2.67 <i>1.09</i>	2.85 <i>0.82</i>	2.95 <i>0.65</i>	3.28 <i>0.65</i>	3.23 <i>1.05</i>	3.82 <i>0.71</i>	3.13 <i>0.27</i>
Blank	38	2.68 <i>1.06</i>	2.35 <i>1.02</i>	2.62 <i>0.82</i>	2.99 <i>1.35</i>	3.01 <i>0.87</i>	3.25 <i>0.75</i>		2.95 <i>0.71</i>	1.50 <i>0.00</i>	3.20 <i>0.80</i>		4.00 <i>0.00</i>
Gender Identity													
Female	460	3.00 <i>0.88</i>	2.98 <i>0.81</i>	2.78 <i>0.94</i>	3.28 <i>1.12</i>	3.02 <i>0.89</i>	2.46 <i>0.95</i>	3.09 <i>0.65</i>	2.89 <i>0.86</i>	3.21 <i>0.78</i>	3.17 <i>0.77</i>	3.66 <i>0.93</i>	3.10 <i>0.72</i>
Male	330	3.01 <i>0.91</i>	2.89 <i>0.85</i>	2.82 <i>1.24</i>	2.95 <i>0.80</i>	3.24 <i>0.88</i>	2.69 <i>1.02</i>	3.12 <i>1.01</i>	3.09 <i>0.88</i>	3.33 <i>0.82</i>	3.41 <i>0.86</i>	3.53 <i>0.52</i>	3.35 <i>0.85</i>
Other	30	2.64 <i>0.85</i>	2.43 <i>1.03</i>	2.90 <i>0.10</i>	2.50 <i>0.40</i>	2.94 <i>0.53</i>	2.97 <i>0.69</i>	**	3.05 <i>0.35</i>		2.80 <i>0.28</i>		**
Blank	28	2.28 <i>1.04</i>	2.14 <i>1.03</i>	1.90 <i>0.91</i>		2.75 <i>0.95</i>	4.00 <i>0.00</i>	3.20 <i>0.20</i>	2.85 <i>0.25</i>	1.50 <i>0.00</i>	1.00 <i>0.00</i>	3.40 <i>0.00</i>	
Race/Ethnicity													
Minority	376	3.03 <i>0.92</i>	2.88 <i>0.86</i>	3.04 <i>1.08</i>	3.28 <i>1.04</i>	3.15 <i>0.91</i>	2.44 <i>1.13</i>	3.13 <i>0.79</i>	3.02 <i>0.80</i>	3.28 <i>0.79</i>	3.40 <i>0.81</i>	3.67 <i>0.75</i>	3.11 <i>0.90</i>
Non-Minority	390	2.97 <i>0.85</i>	2.93 <i>0.83</i>	2.81 <i>0.96</i>	2.96 <i>1.01</i>	3.12 <i>0.82</i>	2.50 <i>0.69</i>	3.09 <i>0.88</i>	3.03 <i>0.72</i>	3.43 <i>0.78</i>	3.16 <i>0.81</i>	3.53 <i>0.77</i>	3.18 <i>0.72</i>
Other-Blank/Blank	82	2.67 <i>1.05</i>	2.73 <i>1.06</i>	1.68 <i>0.82</i>	3.50 <i>1.00</i>	2.74 <i>0.92</i>	3.37 <i>0.58</i>	3.20 <i>0.20</i>	2.65 <i>1.22</i>	2.06 <i>0.48</i>	2.40 <i>0.69</i>	3.40 <i>0.00</i>	2.89 <i>0.42</i>

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

** Indicates small sample size 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	868	3.31 0.98	3.27 1.02	3.27 0.84	3.24 0.93	3.38 0.94	3.40 0.77	3.27 0.99	3.41 1.00	3.57 0.71	3.42 0.96	3.37 0.87	3.06 1.17
Classification													
Instructional	530	3.22 0.98	3.14 1.03	3.35 0.72	3.10 0.88	3.32 0.95	3.38 0.54	3.28 1.07	3.31 0.98	3.59 0.67	3.19 1.03	3.36 0.93	3.29 1.23
Librarian	31	3.79 0.87	4.14 0.48	** 0.17	3.17 0.17	3.42 1.15		3.08 0.92	**		3.29 1.26	**	2.83 0.17
Researcher	33	3.11 1.03	3.13 1.04			**		**					
Specialist	108	3.61 0.94	3.60 0.92	3.36 1.33	**	3.64 0.88	3.93 0.88	2.92 0.31	3.50 1.11		3.75 0.25	**	
County Agent	5	3.10 0.69	3.10 0.69										
Lecturer	71	3.04 1.02	2.46 0.90	3.11 0.99	3.08 0.99	3.36 0.94	3.67 0.17	3.48 0.97	3.00 0.83	4.50 0.50	3.80 0.79	3.05 0.77	2.67 1.06
Multiple classification	25	3.50 0.85	3.62 0.78	**		3.44 0.92	**		**	3.83 0.17	3.82 0.90	3.50 0.50	
Other	52	3.67 0.87	3.78 0.88	**	**	3.60 0.85	3.23 1.11	3.75 0.08	4.05 0.78	3.00 0.61	3.84 0.29	3.83 0.33	2.33 1.00
Blank	13	3.33 0.64	3.47 0.73	3.08 0.68		3.42 0.34			3.17 0.00	3.00 0.00	3.83 0.00	3.67 0.00	
Rank													
Rank 2	153	3.13 0.95	3.13 0.95	3.35 0.97	3.20 0.93	3.07 0.94	3.28 0.74	2.59 1.11	3.08 1.09	3.03 0.67	3.21 0.83	3.03 0.84	3.28 0.44
Rank 3	183	3.13 0.97	3.15 1.03	3.01 1.03	3.26 0.90	3.09 0.88	3.08 0.74	3.69 0.43	2.88 0.92	3.46 0.53	3.19 0.74	2.76 0.87	2.54 1.27
Rank 4	192	3.33 0.97	3.16 1.04	3.42 0.79	3.09 0.86	3.56 0.85	3.84 0.46	3.05 1.00	3.80 0.73	4.04 0.14	3.42 0.90	3.37 0.97	3.72 0.64

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	229	3.62 <i>0.95</i>	3.57 <i>0.99</i>	3.38 <i>0.66</i>	3.26 <i>0.56</i>	3.87 <i>0.90</i>	3.33 <i>0.83</i>	3.62 <i>0.81</i>	4.18 <i>0.70</i>	4.03 <i>0.52</i>	3.52 <i>1.19</i>	4.15 <i>0.39</i>	4.22 <i>0.87</i>
Blank	111	3.17 <i>0.96</i>	3.03 <i>0.96</i>	3.03 <i>0.82</i>	3.38 <i>1.39</i>	3.35 <i>0.89</i>	3.33 <i>0.90</i>	3.92 <i>0.92</i>	2.88 <i>0.67</i>	3.54 <i>0.94</i>	4.02 <i>0.86</i>	3.40 <i>0.28</i>	2.39 <i>0.74</i>
Appointment													
9-month	481	3.17 <i>0.96</i>	2.97 <i>0.99</i>	3.31 <i>0.72</i>	3.13 <i>0.79</i>	3.36 <i>0.94</i>	3.45 <i>0.53</i>	3.31 <i>1.14</i>	3.33 <i>0.95</i>	3.68 <i>0.72</i>	3.36 <i>0.93</i>	3.27 <i>0.90</i>	3.05 <i>1.33</i>
11-month	346	3.54 <i>0.95</i>	3.61 <i>0.93</i>	3.09 <i>1.08</i>	3.31 <i>0.98</i>	3.47 <i>0.93</i>	3.38 <i>1.04</i>	3.18 <i>0.61</i>	3.66 <i>1.03</i>	3.41 <i>0.65</i>	3.55 <i>1.00</i>	3.70 <i>0.67</i>	2.92 <i>0.78</i>
Blank	41	3.04 <i>1.13</i>	2.71 <i>1.21</i>	3.58 <i>0.68</i>	3.62 <i>1.29</i>	2.96 <i>0.88</i>	2.75 <i>1.25</i>		2.63 <i>0.59</i>	3.00 <i>0.00</i>	3.28 <i>0.91</i>		4.00 <i>0.00</i>
Gender Identity													
Female	474	3.31 <i>1.01</i>	3.28 <i>1.05</i>	3.27 <i>0.93</i>	3.26 <i>0.86</i>	3.36 <i>0.98</i>	3.27 <i>0.84</i>	3.25 <i>1.04</i>	3.44 <i>1.05</i>	3.45 <i>0.66</i>	3.56 <i>0.91</i>	3.46 <i>1.02</i>	2.84 <i>1.11</i>
Male	334	3.37 <i>0.92</i>	3.33 <i>0.97</i>	3.31 <i>0.77</i>	3.39 <i>0.94</i>	3.43 <i>0.87</i>	3.88 <i>0.29</i>	3.29 <i>0.83</i>	3.39 <i>0.88</i>	3.71 <i>0.73</i>	3.30 <i>1.00</i>	3.33 <i>0.68</i>	3.92 <i>1.16</i>
Other	30	2.95 <i>0.98</i>	2.78 <i>0.99</i>	3.67 <i>0.33</i>	1.92 <i>0.75</i>	3.29 <i>0.83</i>	3.19 <i>0.25</i>	**	3.25 <i>1.75</i>		3.56 <i>0.21</i>		**
Blank	30	2.98 <i>1.00</i>	2.95 <i>1.02</i>	2.97 <i>0.71</i>		3.04 <i>1.11</i>	4.00 <i>0.00</i>	3.25 <i>1.75</i>	3.33 <i>0.17</i>	3.00 <i>0.00</i>	1.50 <i>0.00</i>	2.67 <i>0.00</i>	
Race/Ethnicity													
Minority	385	3.35 <i>0.95</i>	3.31 <i>0.99</i>	3.07 <i>0.90</i>	3.33 <i>0.90</i>	3.44 <i>0.92</i>	3.35 <i>0.82</i>	3.35 <i>0.90</i>	3.48 <i>1.02</i>	3.74 <i>0.55</i>	3.39 <i>0.94</i>	3.51 <i>0.97</i>	3.45 <i>0.92</i>
Non-Minority	400	3.33 <i>0.98</i>	3.29 <i>1.01</i>	3.44 <i>0.81</i>	3.23 <i>0.93</i>	3.39 <i>0.96</i>	3.48 <i>0.61</i>	3.08 <i>0.99</i>	3.36 <i>1.07</i>	3.64 <i>0.69</i>	3.70 <i>1.00</i>	3.29 <i>0.76</i>	3.02 <i>1.32</i>
Other-Blank/Blank	83	3.01 <i>1.04</i>	2.99 <i>1.21</i>	3.24 <i>0.63</i>	2.83 <i>0.91</i>	3.00 <i>0.87</i>	3.31 <i>0.95</i>	3.25 <i>1.75</i>	3.27 <i>0.63</i>	2.50 <i>0.41</i>	2.88 <i>0.68</i>	2.67 <i>0.00</i>	2.28 <i>0.67</i>

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

** Indicates small sample size 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	871	3.14 0.86	2.98 0.84	2.74 0.84	3.48 0.85	3.40 0.81	2.95 0.81	3.31 0.85	3.17 0.76	3.69 0.65	3.61 0.74	3.58 0.77	3.90 0.75
Classification													
Instructional	532	3.06 0.88	2.87 0.87	2.50 0.69	3.43 0.78	3.37 0.83	3.03 0.76	3.44 0.84	3.07 0.78	3.68 0.64	3.49 0.81	3.58 0.79	3.81 0.83
Librarian	31	3.07 0.72	2.94 0.68	** 0.12	2.58 0.12	3.45 0.67		2.68 0.77	3.53 0.03		3.85 0.59	**	**
Researcher	34	2.92 0.60	2.93 0.61			**		**					
Specialist	108	3.25 0.73	3.25 0.69	3.20 1.09	4.05 0.33	3.09 0.70	3.13 0.35	2.38 0.57	2.86 0.12		3.82 0.82	**	
County Agent	5	2.82 0.73	2.82 0.73										
Lecturer	71	3.53 0.92	3.21 1.11	3.62 0.66	3.44 1.00	3.73 0.75	3.12 0.88	3.93 0.05	3.73 0.73	4.63 0.38	3.67 0.66	3.26 0.82	4.27 0.22
Multiple classification	25	3.09 0.90	2.89 0.86	**		3.59 0.71	**		**	3.80 0.03	3.80 0.69	3.89 0.22	
Other	52	3.42 0.87	3.40 0.88	**	**	3.39 0.85	2.53 1.06	2.73 0.44	3.15 0.61	3.47 0.39	3.93 0.32	4.18 0.36	4.13 0.88
Blank	13	2.93 0.43	2.86 0.51	3.02 0.43		2.93 0.29			2.77 0.00	2.63 0.00	2.92 0.00	3.40 0.00	
Rank													
Rank 2	153	3.39 0.85	3.41 0.89	3.26 0.62	3.73 0.70	3.35 0.86	2.82 0.82	3.39 0.85	3.03 0.74	3.71 0.69	3.60 0.88	3.69 0.71	3.99 0.45
Rank 3	184	3.13 0.84	2.93 0.80	2.20 0.47	3.39 0.71	3.40 0.81	2.69 0.82	3.89 0.44	3.04 0.77	3.76 0.54	3.66 0.61	3.49 0.54	3.66 1.00
Rank 4	192	3.04 0.86	2.77 0.78	2.58 0.67	3.85 0.77	3.41 0.80	3.08 0.56	3.06 0.87	3.27 0.80	3.37 0.39	3.85 0.49	3.41 1.02	4.42 0.42

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	231	2.97 <i>0.84</i>	2.87 <i>0.79</i>	2.40 <i>0.78</i>	3.03 <i>0.70</i>	3.36 <i>0.84</i>	2.88 <i>0.63</i>	2.85 <i>0.80</i>	3.22 <i>0.79</i>	3.80 <i>0.68</i>	3.37 <i>0.89</i>	3.98 <i>0.53</i>	3.76 <i>0.11</i>
Blank	111	3.32 <i>0.86</i>	3.25 <i>0.82</i>	2.90 <i>0.98</i>	3.63 <i>1.18</i>	3.51 <i>0.72</i>	3.36 <i>0.96</i>	3.95 <i>0.05</i>	3.37 <i>0.52</i>	3.68 <i>0.88</i>	3.57 <i>0.63</i>	3.32 <i>0.67</i>	4.07 <i>0.48</i>
Appointment													
9-month	480	3.11 <i>0.89</i>	2.86 <i>0.91</i>	2.75 <i>0.78</i>	3.45 <i>0.74</i>	3.40 <i>0.80</i>	2.88 <i>0.73</i>	3.51 <i>0.84</i>	3.24 <i>0.77</i>	3.69 <i>0.70</i>	3.55 <i>0.68</i>	3.45 <i>0.78</i>	3.83 <i>0.83</i>
11-month	349	3.18 <i>0.82</i>	3.10 <i>0.75</i>	2.72 <i>1.00</i>	3.51 <i>0.89</i>	3.42 <i>0.85</i>	3.12 <i>0.94</i>	2.92 <i>0.74</i>	3.09 <i>0.73</i>	3.80 <i>0.44</i>	3.74 <i>0.84</i>	3.96 <i>0.61</i>	4.03 <i>0.60</i>
Blank	42	3.14 <i>0.87</i>	3.10 <i>0.82</i>	2.79 <i>0.68</i>	3.62 <i>1.18</i>	3.17 <i>0.73</i>	2.83 <i>0.83</i>		3.17 <i>0.77</i>	2.63 <i>0.00</i>	3.31 <i>0.49</i>		4.00 <i>0.00</i>
Gender Identity													
Female	474	3.16 <i>0.86</i>	3.00 <i>0.88</i>	2.82 <i>0.68</i>	3.46 <i>0.89</i>	3.40 <i>0.79</i>	2.90 <i>0.84</i>	3.39 <i>0.67</i>	3.21 <i>0.72</i>	3.74 <i>0.52</i>	3.58 <i>0.60</i>	3.52 <i>0.92</i>	4.01 <i>0.69</i>
Male	337	3.16 <i>0.87</i>	3.02 <i>0.77</i>	2.62 <i>1.04</i>	3.60 <i>0.81</i>	3.43 <i>0.87</i>	3.01 <i>0.75</i>	3.22 <i>1.01</i>	3.16 <i>0.83</i>	3.72 <i>0.72</i>	3.66 <i>0.90</i>	3.68 <i>0.57</i>	3.38 <i>0.86</i>
Other	30	2.91 <i>0.72</i>	2.65 <i>0.71</i>	2.50 <i>0.04</i>	3.12 <i>0.04</i>	3.36 <i>0.63</i>	3.01 <i>0.58</i>	**	2.82 <i>0.18</i>		3.64 <i>0.51</i>		**
Blank	30	2.82 <i>0.77</i>	2.67 <i>0.84</i>	2.95 <i>0.59</i>		3.05 <i>0.62</i>	3.67 <i>0.00</i>	3.06 <i>1.06</i>	3.09 <i>0.32</i>	2.63 <i>0.00</i>	3.00 <i>0.00</i>	2.77 <i>0.00</i>	
Race/Ethnicity													
Minority	386	3.25 <i>0.84</i>	3.07 <i>0.82</i>	2.81 <i>0.70</i>	3.82 <i>0.85</i>	3.44 <i>0.79</i>	2.87 <i>0.80</i>	3.31 <i>0.81</i>	3.21 <i>0.70</i>	3.86 <i>0.55</i>	3.65 <i>0.69</i>	3.83 <i>0.54</i>	3.88 <i>0.97</i>
Non-Minority	400	3.09 <i>0.84</i>	2.98 <i>0.81</i>	2.85 <i>0.92</i>	3.09 <i>0.63</i>	3.38 <i>0.83</i>	2.86 <i>0.65</i>	3.35 <i>0.89</i>	3.15 <i>0.78</i>	3.74 <i>0.60</i>	3.67 <i>0.84</i>	3.39 <i>0.88</i>	3.79 <i>0.57</i>
Other-Blank/Blank	85	2.84 <i>1.00</i>	2.59 <i>0.95</i>	2.09 <i>0.55</i>	3.78 <i>1.00</i>	3.26 <i>0.89</i>	3.55 <i>0.99</i>	3.06 <i>1.06</i>	3.10 <i>0.90</i>	2.73 <i>0.39</i>	3.19 <i>0.63</i>	2.77 <i>0.00</i>	4.31 <i>0.55</i>

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

** Indicates small sample size 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	860	2.89 0.86	2.82 0.85	2.72 0.88	3.21 0.92	2.98 0.83	2.65 0.81	2.97 0.82	2.93 0.84	3.13 0.74	2.94 0.81	3.40 0.77	3.01 0.85
Classification													
Instructional	528	2.83 0.84	2.74 0.84	2.66 0.82	3.18 0.87	2.92 0.82	2.69 0.77	2.91 0.83	2.91 0.84	3.15 0.65	2.79 0.74	3.35 0.77	2.80 0.94
Librarian	31	3.02 0.74	3.14 0.58	**	2.09 0.09	3.05 0.90		2.08 0.25	3.75 0.42		3.23 1.05	**	3.42 0.17
Researcher	32	2.69 0.85	2.68 0.87			**		**					
Specialist	108	3.02 0.81	3.03 0.80	2.80 0.96	3.88 0.36	2.84 0.69	2.33 0.27	3.08 0.07	2.55 0.63		3.59 0.59	**	
County Agent	5	2.84 0.63	2.84 0.63										
Lecturer	68	3.24 1.05	2.86 1.19	3.25 0.96	3.09 1.01	3.50 0.92	3.96 1.04	3.75 0.35	3.28 0.97	4.13 0.79	3.32 1.08	3.49 0.71	3.73 0.38
Multiple classification	25	2.91 0.83	2.87 0.85	**		3.11 0.71	**		**	3.42 0.25	2.79 0.69	3.81 0.56	
Other	50	2.93 0.84	2.95 0.95	**	**	2.86 0.74	2.33 0.78	3.36 1.19	2.70 0.58	2.63 0.71	3.07 0.43	3.86 0.69	2.83 0.25
Blank	13	2.43 0.53	2.67 0.38	2.21 0.72		2.36 0.32			2.10 0.00	2.17 0.00	2.27 0.00	2.92 0.00	
Rank													
Rank 2	149	3.10 0.87	3.23 0.91	3.15 0.78	3.25 0.87	2.91 0.82	2.40 0.60	2.69 0.59	2.72 0.93	3.15 0.58	3.15 0.90	3.47 0.25	3.47 0.49
Rank 3	184	2.90 0.82	2.83 0.82	2.12 0.76	3.27 0.72	2.96 0.78	2.81 0.99	3.39 0.81	2.91 0.83	3.47 0.43	2.90 0.43	2.69 0.50	2.60 0.80
Rank 4	193	2.76 0.79	2.64 0.75	2.71 0.60	3.56 1.08	2.87 0.79	2.35 0.48	2.79 0.82	3.22 0.66	2.55 0.74	2.57 0.66	3.52 0.72	3.28 0.96

	Overall		UHM	UHH	UHWO	UHCC	HAW	HON	KAP	KAU	LEE	MAU	WIN
	Total					Subtotal							
Rank 5	227	2.80 <i>0.80</i>	2.74 <i>0.73</i>	2.42 <i>0.90</i>	2.93 <i>1.00</i>	3.01 <i>0.84</i>	2.68 <i>0.68</i>	2.85 <i>0.80</i>	2.83 <i>0.75</i>	2.64 <i>0.54</i>	2.98 <i>0.78</i>	3.81 <i>0.92</i>	3.42 <i>0.36</i>
Blank	107	3.00 <i>1.05</i>	2.84 <i>1.15</i>	2.78 <i>0.96</i>	3.10 <i>0.81</i>	3.25 <i>0.94</i>	3.16 <i>0.83</i>	4.00 <i>0.00</i>	2.92 <i>0.96</i>	3.50 <i>0.98</i>	3.33 <i>1.14</i>	3.42 <i>0.62</i>	2.96 <i>0.97</i>
Appointment													
9-month	476	2.87 <i>0.87</i>	2.72 <i>0.87</i>	2.83 <i>0.85</i>	3.21 <i>0.89</i>	2.99 <i>0.84</i>	2.64 <i>0.78</i>	3.08 <i>0.94</i>	3.01 <i>0.90</i>	3.11 <i>0.72</i>	2.95 <i>0.72</i>	3.30 <i>0.72</i>	2.81 <i>0.94</i>
11-month	343	2.93 <i>0.81</i>	2.93 <i>0.80</i>	2.53 <i>0.92</i>	3.03 <i>0.90</i>	2.98 <i>0.79</i>	2.67 <i>0.92</i>	2.77 <i>0.49</i>	2.88 <i>0.73</i>	3.26 <i>0.75</i>	2.92 <i>0.80</i>	3.69 <i>0.84</i>	3.27 <i>0.44</i>
Blank	41	2.78 <i>1.08</i>	2.60 <i>1.09</i>	2.60 <i>0.84</i>	3.50 <i>1.03</i>	2.75 <i>1.07</i>	2.67 <i>0.53</i>		2.43 <i>0.71</i>	2.17 <i>0.00</i>	2.94 <i>1.48</i>		4.00 <i>0.00</i>
Gender Identity													
Female	465	2.92 <i>0.87</i>	2.89 <i>0.89</i>	2.63 <i>0.73</i>	3.31 <i>0.94</i>	2.94 <i>0.84</i>	2.59 <i>0.74</i>	2.85 <i>0.79</i>	2.89 <i>0.83</i>	3.12 <i>0.69</i>	2.90 <i>0.87</i>	3.60 <i>0.77</i>	3.07 <i>0.73</i>
Male	335	2.93 <i>0.84</i>	2.80 <i>0.80</i>	2.97 <i>1.00</i>	3.15 <i>0.85</i>	3.07 <i>0.83</i>	2.91 <i>1.02</i>	3.06 <i>0.90</i>	3.00 <i>0.85</i>	3.20 <i>0.77</i>	3.03 <i>0.74</i>	3.25 <i>0.69</i>	3.04 <i>1.14</i>
Other	30	2.46 <i>0.69</i>	2.29 <i>0.70</i>	2.39 <i>0.06</i>	2.32 <i>0.32</i>	2.77 <i>0.68</i>	2.39 <i>0.71</i>	**	3.21 <i>0.63</i>		2.90 <i>0.26</i>		**
Blank	30	2.40 <i>0.71</i>	2.44 <i>0.76</i>	2.06 <i>0.63</i>		2.53 <i>0.59</i>	3.20 <i>0.00</i>	3.23 <i>0.15</i>	2.34 <i>0.24</i>	2.17 <i>0.00</i>	1.58 <i>0.00</i>	2.17 <i>0.00</i>	
Race/Ethnicity													
Minority	382	2.97 <i>0.87</i>	2.92 <i>0.86</i>	2.83 <i>0.98</i>	3.31 <i>0.86</i>	3.01 <i>0.86</i>	2.60 <i>0.85</i>	2.98 <i>0.85</i>	2.95 <i>0.85</i>	3.29 <i>0.79</i>	2.97 <i>0.79</i>	3.67 <i>0.68</i>	2.70 <i>0.96</i>
Non-Minority	395	2.85 <i>0.82</i>	2.78 <i>0.84</i>	2.80 <i>0.80</i>	3.05 <i>0.91</i>	2.98 <i>0.75</i>	2.59 <i>0.52</i>	2.91 <i>0.82</i>	2.98 <i>0.74</i>	3.09 <i>0.67</i>	2.91 <i>0.76</i>	3.21 <i>0.75</i>	3.27 <i>0.73</i>
Other-Blank/Blank	83	2.67 <i>0.90</i>	2.59 <i>0.82</i>	2.08 <i>0.56</i>	3.57 <i>1.07</i>	2.80 <i>0.93</i>	3.04 <i>1.19</i>	3.23 <i>0.15</i>	2.69 <i>0.97</i>	2.58 <i>0.48</i>	2.80 <i>0.97</i>	2.17 <i>0.00</i>	2.86 <i>0.70</i>

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

** Indicates small sample size 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	866	2.87 0.84	2.79 0.83	2.66 0.88	3.17 0.94	2.97 0.81	2.69 0.85	2.96 0.79	2.89 0.86	3.15 0.70	2.99 0.75	3.33 0.67	2.92 0.85
Classification													
Instructional	530	2.79 0.82	2.70 0.82	2.59 0.76	3.13 0.91	2.90 0.79	2.69 0.74	2.91 0.78	2.85 0.86	3.12 0.67	2.83 0.73	3.28 0.67	2.74 0.92
Librarian	31	2.97 0.67	3.12 0.51	**	2.00 0.09	2.95 0.79		2.00 0.25	3.54 0.13		2.90 0.80	**	3.67 0.33
Researcher	32	2.72 0.78	2.71 0.79			**		**					
Specialist	108	2.99 0.82	3.00 0.81	2.85 1.04	3.69 0.45	2.81 0.70	2.30 0.21	2.93 0.09	2.55 0.67		3.68 0.59	**	
County Agent	5	2.74 0.79	2.74 0.79										
Lecturer	71	3.29 1.00	2.88 1.16	3.20 0.99	3.13 0.99	3.57 0.79	3.83 1.17	3.89 0.35	3.37 0.96	4.08 0.75	3.59 0.70	3.48 0.59	3.44 0.42
Multiple classification	25	2.72 0.77	2.61 0.79	**		3.04 0.54	**		**	3.42 0.25	2.65 0.67	3.19 0.27	
Other	51	3.05 0.87	3.16 0.88	**	**	2.93 0.82	2.63 1.21	3.42 1.00	2.63 0.59	2.92 0.52	3.13 0.49	3.97 0.81	2.58 0.08
Blank	13	2.30 0.45	2.49 0.11	1.95 0.57		2.40 0.37			2.00 0.00	2.25 0.00	2.36 0.00	3.00 0.00	
Rank													
Rank 2	151	3.13 0.93	3.23 0.93	2.95 0.91	3.37 1.07	3.01 0.88	2.80 1.13	2.71 0.45	2.82 1.04	3.23 0.61	3.21 0.83	3.49 0.24	3.56 0.38
Rank 3	184	2.83 0.78	2.76 0.82	2.22 0.79	3.12 0.65	2.92 0.73	2.69 0.77	3.41 0.80	2.80 0.77	3.35 0.48	2.88 0.43	2.90 0.47	2.53 0.88
Rank 4	193	2.74 0.77	2.62 0.70	2.68 0.67	3.70 1.06	2.82 0.76	2.29 0.47	2.75 0.80	3.07 0.66	2.81 0.64	2.66 0.71	3.30 0.73	3.28 0.96

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	229	2.74 <i>0.78</i>	2.69 <i>0.75</i>	2.38 <i>0.72</i>	2.69 <i>0.86</i>	2.97 <i>0.79</i>	2.71 <i>0.29</i>	2.80 <i>0.73</i>	2.76 <i>0.72</i>	2.62 <i>0.58</i>	3.00 <i>0.78</i>	3.70 <i>0.82</i>	3.19 <i>0.39</i>
Blank	109	3.05 <i>0.96</i>	2.91 <i>0.99</i>	2.78 <i>1.04</i>	3.13 <i>0.79</i>	3.29 <i>0.85</i>	3.27 <i>0.81</i>	4.13 <i>0.13</i>	3.05 <i>1.07</i>	3.56 <i>0.92</i>	3.49 <i>0.72</i>	3.26 <i>0.51</i>	2.72 <i>0.64</i>
Appointment													
9-month	479	2.84 <i>0.86</i>	2.68 <i>0.87</i>	2.78 <i>0.79</i>	3.20 <i>0.94</i>	2.98 <i>0.81</i>	2.66 <i>0.82</i>	3.09 <i>0.88</i>	2.97 <i>0.91</i>	3.05 <i>0.70</i>	3.00 <i>0.69</i>	3.24 <i>0.59</i>	2.71 <i>0.90</i>
11-month	345	2.90 <i>0.80</i>	2.92 <i>0.77</i>	2.44 <i>1.03</i>	2.89 <i>0.89</i>	2.96 <i>0.78</i>	2.76 <i>0.97</i>	2.72 <i>0.49</i>	2.80 <i>0.70</i>	3.44 <i>0.61</i>	2.93 <i>0.79</i>	3.61 <i>0.81</i>	3.21 <i>0.52</i>
Blank	42	2.87 <i>0.99</i>	2.66 <i>0.96</i>	2.54 <i>0.81</i>	3.42 <i>0.92</i>	3.03 <i>0.99</i>	2.83 <i>0.00</i>		2.82 <i>1.14</i>	2.25 <i>0.00</i>	3.36 <i>0.99</i>		4.00 <i>0.00</i>
Gender Identity													
Female	471	2.94 <i>0.85</i>	2.91 <i>0.86</i>	2.56 <i>0.76</i>	3.28 <i>0.98</i>	3.00 <i>0.81</i>	2.68 <i>0.82</i>	2.92 <i>0.77</i>	2.90 <i>0.84</i>	3.15 <i>0.60</i>	3.05 <i>0.77</i>	3.59 <i>0.65</i>	3.01 <i>0.74</i>
Male	335	2.86 <i>0.83</i>	2.74 <i>0.77</i>	2.93 <i>0.99</i>	3.06 <i>0.81</i>	2.99 <i>0.83</i>	2.82 <i>1.04</i>	2.98 <i>0.88</i>	2.92 <i>0.90</i>	3.21 <i>0.77</i>	2.99 <i>0.74</i>	3.11 <i>0.58</i>	2.83 <i>1.12</i>
Other	30	2.44 <i>0.66</i>	2.29 <i>0.70</i>	2.39 <i>0.03</i>	2.27 <i>0.37</i>	2.71 <i>0.61</i>	2.43 <i>0.59</i>	**	3.13 <i>0.63</i>		2.76 <i>0.35</i>		**
Blank	30	2.26 <i>0.69</i>	2.24 <i>0.77</i>	1.92 <i>0.52</i>		2.49 <i>0.46</i>	2.83 <i>0.00</i>	3.10 <i>0.02</i>	2.25 <i>0.25</i>	2.25 <i>0.00</i>	1.75 <i>0.00</i>	2.42 <i>0.00</i>	
Race/Ethnicity													
Minority	386	2.95 <i>0.85</i>	2.90 <i>0.82</i>	2.68 <i>1.00</i>	3.27 <i>0.87</i>	3.00 <i>0.82</i>	2.68 <i>0.97</i>	2.99 <i>0.83</i>	2.88 <i>0.83</i>	3.38 <i>0.70</i>	3.00 <i>0.66</i>	3.48 <i>0.70</i>	2.80 <i>0.99</i>
Non-Minority	396	2.84 <i>0.81</i>	2.76 <i>0.83</i>	2.81 <i>0.78</i>	2.99 <i>0.95</i>	2.98 <i>0.72</i>	2.55 <i>0.41</i>	2.89 <i>0.77</i>	2.98 <i>0.77</i>	3.01 <i>0.65</i>	3.08 <i>0.82</i>	3.23 <i>0.61</i>	3.05 <i>0.69</i>
Other-Blank/Blank	84	2.62 <i>0.93</i>	2.49 <i>0.81</i>	1.99 <i>0.48</i>	3.55 <i>1.06</i>	2.83 <i>0.99</i>	3.21 <i>1.12</i>	3.10 <i>0.02</i>	2.72 <i>1.12</i>	2.69 <i>0.57</i>	2.76 <i>0.99</i>	2.42 <i>0.00</i>	2.81 <i>0.88</i>

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

** Indicates small sample size 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	847	3.15 0.96	3.14 0.95	2.74 1.05	3.48 0.99	3.20 0.91	2.80 0.93	3.14 0.87	3.16 0.98	3.31 0.77	3.26 0.84	3.58 0.72	3.32 1.07
Classification													
Instructional	521	3.10 0.95	3.07 0.97	2.66 0.92	3.48 0.97	3.17 0.90	2.91 0.88	3.12 0.87	3.11 1.01	3.37 0.72	3.15 0.82	3.58 0.71	3.05 1.10
Librarian	31	3.31 0.82	3.51 0.63	** 0.04	2.26 0.04	3.29 0.96		2.21 0.09	3.85 0.45		3.42 1.04	** 0.65	3.95 0.65
Researcher	30	2.92 0.75	2.92 0.77			**		**					
Specialist	106	3.22 0.89	3.30 0.85	2.61 0.97	4.13 0.60	2.82 0.78	2.26 0.38	2.99 0.29	2.67 0.62		3.58 0.98	**	
County Agent	5	3.11 0.97	3.11 0.97										
Lecturer	70	3.48 1.07	3.13 1.24	3.67 1.16	3.34 1.00	3.66 0.89	3.90 1.10	3.97 0.61	3.54 1.02	3.65 0.75	3.53 0.76	3.40 0.87	4.40 0.43
Multiple classification	25	3.04 0.88	2.93 0.91	**		3.39 0.61	**		**	3.60 0.30	2.84 0.77	3.58 0.08	
Other	47	3.25 1.02	3.59 1.08	**	**	3.07 0.93	2.07 0.74	3.31 1.19	2.89 0.71	3.01 0.89	3.48 0.73	4.38 0.38	2.85 0.15
Blank	12	2.66 0.97	3.31 0.90	1.83 0.66		2.69 0.49				2.10 0.00	2.67 0.00	3.30 0.00	
Rank													
Rank 2	149	3.31 0.99	3.49 0.94	3.09 1.03	3.47 1.10	3.14 0.98	2.52 0.90	2.84 0.67	2.86 1.06	3.36 0.73	3.45 0.92	3.77 0.37	4.30 0.73
Rank 3	182	3.10 0.91	3.07 0.94	2.21 0.85	3.58 0.82	3.13 0.85	2.96 1.04	3.58 0.63	3.00 0.89	3.43 0.77	3.01 0.52	3.38 0.61	2.76 1.01
Rank 4	190	3.04 0.93	2.95 0.92	2.95 0.95	3.79 1.13	3.09 0.88	2.43 0.48	2.95 1.01	3.38 0.75	2.82 0.90	3.08 0.86	3.50 0.53	3.73 1.16

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	226	3.09 <i>0.91</i>	3.11 <i>0.89</i>	2.24 <i>0.74</i>	3.20 <i>1.04</i>	3.24 <i>0.88</i>	2.22 <i>0.22</i>	2.96 <i>0.74</i>	3.18 <i>0.87</i>	3.28 <i>0.36</i>	3.23 <i>0.87</i>	3.91 <i>1.06</i>	3.33 <i>0.37</i>
Blank	100	3.35 <i>1.06</i>	3.30 <i>1.10</i>	2.87 <i>1.21</i>	3.42 <i>0.64</i>	3.58 <i>0.94</i>	3.63 <i>0.86</i>	4.35 <i>0.35</i>	3.46 <i>1.30</i>	3.50 <i>0.86</i>	3.75 <i>0.74</i>	3.33 <i>0.53</i>	3.40 <i>0.99</i>
Appointment													
9-month	468	3.12 <i>0.96</i>	3.00 <i>0.99</i>	2.88 <i>0.97</i>	3.54 <i>0.99</i>	3.22 <i>0.89</i>	2.85 <i>0.89</i>	3.30 <i>0.94</i>	3.23 <i>1.05</i>	3.30 <i>0.59</i>	3.28 <i>0.74</i>	3.47 <i>0.66</i>	3.04 <i>1.05</i>
11-month	338	3.19 <i>0.92</i>	3.28 <i>0.86</i>	2.38 <i>1.06</i>	3.20 <i>1.05</i>	3.14 <i>0.92</i>	2.53 <i>1.00</i>	2.83 <i>0.59</i>	3.03 <i>0.74</i>	3.47 <i>0.99</i>	3.21 <i>0.94</i>	3.90 <i>0.81</i>	3.66 <i>0.84</i>
Blank	41	3.18 <i>1.19</i>	3.00 <i>1.25</i>	2.85 <i>1.18</i>	3.63 <i>0.79</i>	3.40 <i>1.18</i>	3.48 <i>0.18</i>		3.31 <i>1.49</i>	2.10 <i>0.00</i>	3.38 <i>0.95</i>		5.00 <i>0.00</i>
Gender Identity													
Female	461	3.17 <i>0.96</i>	3.17 <i>0.95</i>	2.60 <i>0.94</i>	3.59 <i>0.98</i>	3.22 <i>0.94</i>	2.78 <i>0.94</i>	3.03 <i>0.84</i>	3.11 <i>0.97</i>	3.23 <i>0.82</i>	3.33 <i>0.85</i>	3.96 <i>0.63</i>	3.43 <i>0.95</i>
Male	328	3.21 <i>0.93</i>	3.20 <i>0.91</i>	3.08 <i>1.16</i>	3.38 <i>0.97</i>	3.23 <i>0.88</i>	2.89 <i>0.99</i>	3.18 <i>0.90</i>	3.20 <i>1.01</i>	3.48 <i>0.65</i>	3.29 <i>0.80</i>	3.22 <i>0.58</i>	3.20 <i>1.42</i>
Other	30	2.68 <i>0.75</i>	2.63 <i>0.80</i>	**	2.56 <i>0.56</i>	2.86 <i>0.72</i>	2.54 <i>0.69</i>	**	3.60 <i>0.50</i>		2.55 <i>0.07</i>		**
Blank	28	2.51 <i>1.00</i>	2.56 <i>1.13</i>	1.97 <i>0.59</i>		2.80 <i>0.73</i>	3.30 <i>0.00</i>	3.52 <i>0.68</i>	2.80 <i>0.00</i>	2.10 <i>0.00</i>	1.80 <i>0.00</i>	2.56 <i>0.00</i>	
Race/Ethnicity													
Minority	380	3.17 <i>0.94</i>	3.16 <i>0.92</i>	2.70 <i>1.17</i>	3.50 <i>0.85</i>	3.21 <i>0.90</i>	2.65 <i>1.08</i>	3.13 <i>0.86</i>	3.11 <i>0.88</i>	3.46 <i>0.84</i>	3.33 <i>0.73</i>	3.82 <i>0.61</i>	2.98 <i>1.08</i>
Non-Minority	386	3.19 <i>0.95</i>	3.17 <i>0.97</i>	2.96 <i>0.95</i>	3.42 <i>1.08</i>	3.25 <i>0.86</i>	2.79 <i>0.49</i>	3.09 <i>0.90</i>	3.31 <i>0.97</i>	3.31 <i>0.62</i>	3.31 <i>0.92</i>	3.40 <i>0.75</i>	3.61 <i>0.99</i>
Other-Blank/Blank	81	2.85 <i>1.03</i>	2.84 <i>0.93</i>	1.92 <i>0.50</i>	3.72 <i>1.09</i>	2.98 <i>1.09</i>	3.42 <i>1.08</i>	3.52 <i>0.68</i>	2.92 <i>1.31</i>	2.67 <i>0.66</i>	2.74 <i>0.95</i>	2.56 <i>0.00</i>	3.17 <i>1.03</i>

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

** Indicates small sample size 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	847	3.04 0.92	3.00 0.90	2.74 0.98	3.37 1.02	3.12 0.89	2.70 0.88	3.14 0.85	3.06 0.89	3.40 0.78	3.19 0.90	3.41 0.78	3.03 0.87
Classification													
Instructional	518	3.01 0.89	2.95 0.87	2.71 0.90	3.31 0.92	3.10 0.89	2.80 0.86	3.13 0.84	3.00 0.91	3.53 0.73	3.06 0.85	3.46 0.78	2.88 1.01
Librarian	31	3.14 0.72	3.35 0.54	** 0.26	2.14 0.26	3.10 0.81		2.30 0.20	3.70 0.40		3.19 0.95	** 0.40	3.50 0.40
Researcher	32	2.82 0.80	2.80 0.80			**		**					
Specialist	107	3.11 0.90	3.16 0.88	2.67 0.97	4.02 0.42	2.76 0.83	2.38 0.32	2.77 0.33	3.07 0.56		2.67 1.67	**	
County Agent	5	2.97 0.96	2.97 0.96										
Lecturer	70	3.39 1.06	2.94 1.21	3.54 1.00	3.40 1.26	3.60 0.83	3.85 1.15	4.06 0.26	3.47 0.91	3.85 0.95	3.82 0.76	2.96 0.46	3.40 0.43
Multiple classification	25	2.90 1.00	2.86 1.13	**		3.13 0.62	**		**	3.45 0.35	2.96 0.70	3.08 0.58	
Other	47	3.04 0.94	3.08 0.97	**	**	2.96 0.91	2.02 0.59	3.25 1.25	2.74 0.73	2.62 0.48	3.37 0.73	4.43 0.33	2.99 0.11
Blank	12	2.56 0.92	3.09 0.96	1.83 0.61		2.64 0.40				2.33 0.00	2.38 0.00	3.20 0.00	
Rank													
Rank 2	148	3.19 0.96	3.31 0.96	3.14 0.96	3.67 1.19	2.99 0.88	2.58 0.86	2.80 0.46	2.82 1.00	3.22 0.93	3.19 0.91	3.60 0.32	3.40 0.37
Rank 3	181	3.04 0.87	2.98 0.84	2.55 1.18	3.40 0.87	3.08 0.87	2.70 0.93	3.62 0.70	2.98 0.75	3.69 0.75	2.93 0.79	3.00 0.43	2.90 1.05
Rank 4	192	2.92 0.86	2.84 0.86	2.84 0.78	3.65 0.99	2.97 0.83	2.38 0.59	2.95 1.01	3.20 0.60	3.16 0.59	2.92 0.80	3.19 0.89	3.37 1.04

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	225	2.98 <i>0.85</i>	2.95 <i>0.81</i>	2.17 <i>0.69</i>	2.98 <i>0.94</i>	3.22 <i>0.84</i>	2.76 <i>0.13</i>	3.03 <i>0.76</i>	3.02 <i>0.85</i>	3.12 <i>0.44</i>	3.26 <i>0.89</i>	4.01 <i>0.70</i>	3.03 <i>0.33</i>
Blank	101	3.21 <i>1.09</i>	3.06 <i>1.13</i>	2.81 <i>1.07</i>	3.19 <i>0.90</i>	3.52 <i>0.98</i>	3.34 <i>0.99</i>	4.20 <i>0.20</i>	3.48 <i>1.23</i>	3.56 <i>0.89</i>	4.02 <i>0.70</i>	3.23 <i>0.75</i>	2.67 <i>0.62</i>
Appointment													
9-month	465	3.04 <i>0.90</i>	2.89 <i>0.90</i>	2.95 <i>0.92</i>	3.43 <i>0.99</i>	3.15 <i>0.86</i>	2.78 <i>0.92</i>	3.35 <i>0.88</i>	3.10 <i>0.88</i>	3.34 <i>0.64</i>	3.24 <i>0.80</i>	3.30 <i>0.69</i>	2.81 <i>0.97</i>
11-month	341	3.06 <i>0.90</i>	3.12 <i>0.86</i>	2.41 <i>0.97</i>	3.13 <i>1.02</i>	3.06 <i>0.91</i>	2.52 <i>0.81</i>	2.75 <i>0.60</i>	2.98 <i>0.78</i>	3.67 <i>0.96</i>	3.07 <i>1.02</i>	3.71 <i>0.92</i>	3.35 <i>0.38</i>
Blank	41	2.96 <i>1.18</i>	2.79 <i>1.20</i>	2.50 <i>1.03</i>	3.46 <i>1.07</i>	3.20 <i>1.13</i>	2.50 <i>0.00</i>		3.29 <i>1.50</i>	2.33 <i>0.00</i>	3.48 <i>0.95</i>		4.00 <i>0.00</i>
Gender Identity													
Female	459	3.09 <i>0.90</i>	3.04 <i>0.89</i>	2.71 <i>0.82</i>	3.50 <i>1.07</i>	3.15 <i>0.87</i>	2.69 <i>0.79</i>	3.08 <i>0.81</i>	3.08 <i>0.88</i>	3.38 <i>0.72</i>	3.27 <i>0.89</i>	3.73 <i>0.70</i>	3.17 <i>0.76</i>
Male	330	3.08 <i>0.90</i>	3.02 <i>0.87</i>	3.01 <i>1.12</i>	3.19 <i>0.86</i>	3.16 <i>0.90</i>	2.84 <i>1.11</i>	3.17 <i>0.93</i>	3.05 <i>0.94</i>	3.49 <i>0.80</i>	3.26 <i>0.80</i>	3.11 <i>0.70</i>	2.78 <i>1.09</i>
Other	30	2.52 <i>0.89</i>	2.58 <i>0.98</i>	2.21 <i>0.09</i>	2.72 <i>0.72</i>	2.44 <i>0.85</i>	2.40 <i>1.02</i>	**	3.05 <i>0.45</i>		2.11 <i>0.83</i>		**
Blank	28	2.42 <i>0.90</i>	2.50 <i>0.96</i>	1.79 <i>0.51</i>		2.71 <i>0.76</i>	2.50 <i>0.00</i>	3.71 <i>0.46</i>	2.80 <i>0.00</i>	2.33 <i>0.00</i>	1.60 <i>0.00</i>	2.30 <i>0.00</i>	
Race/Ethnicity													
Minority	379	3.10 <i>0.94</i>	3.04 <i>0.94</i>	2.80 <i>1.05</i>	3.48 <i>0.92</i>	3.15 <i>0.90</i>	2.60 <i>0.90</i>	3.09 <i>0.86</i>	3.09 <i>0.83</i>	3.53 <i>0.92</i>	3.28 <i>0.80</i>	3.45 <i>0.90</i>	3.04 <i>1.18</i>
Non-Minority	386	3.05 <i>0.85</i>	3.00 <i>0.86</i>	2.96 <i>0.88</i>	3.22 <i>1.08</i>	3.16 <i>0.77</i>	2.71 <i>0.51</i>	3.18 <i>0.83</i>	3.13 <i>0.88</i>	3.45 <i>0.53</i>	3.22 <i>0.87</i>	3.43 <i>0.60</i>	3.06 <i>0.59</i>
Other-Blank/Blank	82	2.73 <i>1.03</i>	2.78 <i>0.89</i>	1.74 <i>0.41</i>	3.56 <i>1.05</i>	2.83 <i>1.12</i>	3.06 <i>1.43</i>	3.71 <i>0.46</i>	2.74 <i>1.12</i>	2.68 <i>0.44</i>	2.66 <i>1.24</i>	2.30 <i>0.00</i>	2.90 <i>0.82</i>

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

** Indicates small sample size 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	809	3.29 1.01	3.21 1.00	3.08 1.08	3.70 0.99	3.38 0.99	2.98 1.05	3.58 0.83	3.34 1.02	3.43 0.85	3.27 1.03	3.85 0.66	3.45 1.08
Classification													
Instructional	491	3.29 1.02	3.20 1.06	3.03 1.06	3.71 0.92	3.37 0.96	3.01 0.96	3.54 0.83	3.45 0.99	3.50 0.71	3.07 1.02	3.93 0.57	3.14 1.09
Librarian	30	3.40 0.78	3.46 0.61	**	2.68 0.08	3.55 0.93		3.50 1.30	3.72 0.28		3.52 0.94	**	4.05 0.55
Researcher	29	3.12 0.77	3.10 0.78			**		**					
Specialist	105	3.23 0.93	3.29 0.89	2.83 0.94	4.03 0.42	2.84 1.03	2.30 0.61	3.28 0.67	2.47 0.97		3.18 1.38	**	
County Agent	5	3.22 0.99	3.22 0.99										
Lecturer	67	3.58 1.15	3.06 1.24	3.71 1.05	3.73 1.33	3.82 0.95	3.90 1.10	4.00 0.29	3.42 1.05	3.95 0.75	3.85 0.94	3.77 0.85	4.69 0.27
Multiple classification	25	3.15 0.97	2.93 1.04	**		3.47 0.77	**		**	3.99 0.11	2.81 0.87	3.24 0.14	
Other	47	3.28 1.11	3.39 1.07	**	**	3.19 1.11	2.72 1.36	3.90 0.90	2.79 0.96	2.60 1.06	3.65 0.86	4.48 0.28	2.95 0.15
Blank	10	3.12 0.89	3.65 0.85	2.15 0.14		3.27 0.07					3.33 0.00	3.20 0.00	
Rank													
Rank 2	144	3.35 1.02	3.34 0.94	3.51 0.91	3.77 1.18	3.26 1.07	2.52 1.00	3.69 0.71	2.95 1.17	3.57 0.78	3.27 1.06	3.90 0.14	3.96 1.20
Rank 3	176	3.24 1.03	3.06 1.03	2.72 1.26	3.78 0.84	3.37 0.98	3.01 1.06	3.81 0.77	3.54 0.94	3.65 0.80	3.24 1.03	3.40 0.64	2.99 1.09
Rank 4	178	3.20 1.02	3.04 1.05	3.41 0.74	3.99 1.04	3.30 0.96	2.76 0.83	3.60 0.99	3.53 0.78	2.94 1.01	3.00 1.06	3.71 0.56	3.77 0.91

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	213	3.34 <i>0.93</i>	3.36 <i>0.92</i>	2.77 <i>1.15</i>	3.42 <i>0.97</i>	3.40 <i>0.83</i>	3.05 <i>0.45</i>	3.17 <i>0.69</i>	3.29 <i>0.84</i>	3.07 <i>0.42</i>	3.42 <i>0.93</i>	4.18 <i>0.70</i>	3.37 <i>0.26</i>
Blank	98	3.39 <i>1.10</i>	3.24 <i>1.08</i>	2.86 <i>1.11</i>	3.54 <i>0.75</i>	3.73 <i>1.05</i>	3.77 <i>1.09</i>	3.95 <i>0.35</i>	3.37 <i>1.31</i>	3.80 <i>0.88</i>	3.69 <i>0.91</i>	4.09 <i>0.69</i>	3.91 <i>1.10</i>
Appointment													
9-month	439	3.32 <i>1.03</i>	3.13 <i>1.06</i>	3.28 <i>1.07</i>	3.74 <i>0.93</i>	3.45 <i>0.97</i>	3.00 <i>1.00</i>	3.71 <i>0.83</i>	3.56 <i>1.04</i>	3.55 <i>0.70</i>	3.23 <i>1.01</i>	3.89 <i>0.59</i>	3.16 <i>1.11</i>
11-month	333	3.26 <i>0.97</i>	3.30 <i>0.94</i>	2.75 <i>1.01</i>	3.50 <i>1.15</i>	3.23 <i>0.97</i>	2.58 <i>0.94</i>	3.32 <i>0.77</i>	3.06 <i>0.82</i>	3.21 <i>1.04</i>	3.31 <i>1.11</i>	3.73 <i>0.82</i>	3.85 <i>0.79</i>
Blank	37	3.38 <i>1.10</i>	3.11 <i>1.00</i>	2.99 <i>1.11</i>	3.78 <i>0.93</i>	3.79 <i>1.13</i>	4.67 <i>0.33</i>		3.35 <i>1.46</i>		3.48 <i>0.38</i>		4.75 <i>0.00</i>
Gender Identity													
Female	448	3.25 <i>1.02</i>	3.13 <i>1.02</i>	3.09 <i>0.91</i>	3.81 <i>1.00</i>	3.34 <i>0.99</i>	2.93 <i>0.98</i>	3.49 <i>0.82</i>	3.33 <i>1.03</i>	3.31 <i>0.98</i>	3.21 <i>1.05</i>	3.87 <i>0.63</i>	3.60 <i>1.00</i>
Male	308	3.41 <i>0.97</i>	3.39 <i>0.92</i>	3.16 <i>1.26</i>	3.51 <i>0.98</i>	3.47 <i>0.95</i>	2.79 <i>1.22</i>	3.64 <i>0.82</i>	3.40 <i>0.97</i>	3.56 <i>0.68</i>	3.37 <i>0.97</i>	3.91 <i>0.62</i>	3.11 <i>1.32</i>
Other	30	2.93 <i>1.06</i>	2.85 <i>1.16</i>	3.50 <i>1.50</i>	3.23 <i>0.10</i>	2.90 <i>0.81</i>	3.23 <i>0.58</i>	**	2.90 <i>1.30</i>		2.47 <i>0.50</i>		**
Blank	23	3.14 <i>1.17</i>	3.03 <i>1.11</i>	2.26 <i>0.29</i>		3.83 <i>1.18</i>	5.00 <i>0.00</i>	4.00 <i>1.00</i>	2.60 <i>0.00</i>		5.00 <i>0.00</i>	2.40 <i>0.00</i>	
Race/Ethnicity													
Minority	368	3.19 <i>1.02</i>	3.07 <i>1.05</i>	3.16 <i>1.13</i>	3.57 <i>0.94</i>	3.27 <i>0.97</i>	2.64 <i>1.12</i>	3.42 <i>0.83</i>	3.24 <i>0.92</i>	3.34 <i>0.94</i>	3.31 <i>0.92</i>	3.70 <i>0.69</i>	3.10 <i>1.24</i>
Non-Minority	368	3.39 <i>0.97</i>	3.29 <i>0.94</i>	3.26 <i>1.00</i>	3.69 <i>1.02</i>	3.56 <i>0.96</i>	2.95 <i>0.65</i>	3.85 <i>0.68</i>	3.55 <i>1.09</i>	3.58 <i>0.74</i>	3.33 <i>1.23</i>	4.08 <i>0.48</i>	3.73 <i>0.93</i>
Other-Blank/Blank	73	3.34 <i>1.11</i>	3.44 <i>1.04</i>	1.95 <i>0.28</i>	4.31 <i>0.82</i>	3.38 <i>1.09</i>	4.37 <i>0.58</i>	4.00 <i>1.00</i>	3.23 <i>1.13</i>	3.25 <i>0.65</i>	2.91 <i>1.04</i>	2.40 <i>0.00</i>	3.32 <i>0.91</i>

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

** Indicates small sample size 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	864	3.34 0.95	3.20 0.91	3.00 0.95	3.66 0.88	3.57 0.95	2.87 0.81	3.39 0.96	3.38 0.95	3.68 0.93	3.92 0.78	3.96 0.74	3.97 1.04
Classification													
Instructional	530	3.27 0.95	3.09 0.90	2.88 0.88	3.63 0.93	3.53 0.94	2.87 0.80	3.45 0.89	3.35 0.95	3.71 0.91	3.87 0.78	3.82 0.76	3.91 1.16
Librarian	31	3.67 0.94	3.79 0.63	** 	3.13 0.63	3.74 1.19		1.76 0.38	3.99 0.13		4.06 1.05	** 	4.81 0.19
Researcher	33	3.03 0.97	2.98 0.94			** 		** 					
Specialist	108	3.46 0.81	3.45 0.76	3.25 0.92	4.25 0.32	3.41 1.00	3.08 0.79	3.46 0.31	3.01 1.32		4.00 0.75	** 	
County Agent	2	3.83 0.17	3.83 0.17										
Lecturer	71	3.51 0.92	3.21 0.96	3.58 1.11	3.49 0.72	3.66 0.85	3.25 0.25	3.66 0.57	3.47 0.85	3.44 1.56	3.77 0.89	4.20 0.41	3.42 0.58
Multiple classification	25	3.38 1.10	3.00 1.16	** 		4.07 0.63	** 		** 	3.94 0.44	4.29 0.41	4.69 0.19	
Other	52	3.62 1.02	3.50 0.97	** 	** 	3.61 1.03	2.56 0.92	3.11 1.61	3.47 1.01	3.83 0.68	4.09 0.52	4.29 0.71	4.30 0.45
Blank	12	3.03 0.88	3.28 1.14	2.60 0.55		3.21 0.65			2.75 0.00	2.57 0.00	4.25 0.00	3.29 0.00	
Rank													
Rank 2	153	3.53 0.92	3.48 0.87	3.44 0.88	3.70 0.81	3.57 0.98	3.06 0.91	3.63 0.65	3.14 1.08	3.39 1.07	3.95 0.71	4.08 0.64	4.88 0.18
Rank 3	182	3.35 0.96	3.16 0.92	2.68 0.84	3.81 0.75	3.54 0.97	2.97 0.78	3.80 0.70	3.25 1.09	3.56 1.01	4.09 0.62	3.51 0.46	3.64 1.34
Rank 4	192	3.23 0.93	3.08 0.85	2.80 0.95	4.00 0.82	3.43 0.94	2.43 0.65	3.02 1.06	3.53 0.85	3.66 0.80	3.89 0.62	3.86 0.67	4.21 0.58

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	227	3.27 <i>0.96</i>	3.15 <i>0.90</i>	2.76 <i>0.78</i>	3.13 <i>0.99</i>	3.69 <i>0.97</i>	2.31 <i>0.31</i>	3.23 <i>1.13</i>	3.55 <i>0.70</i>	4.19 <i>0.37</i>	3.76 <i>0.97</i>	4.19 <i>1.02</i>	4.29 <i>0.39</i>
Blank	110	3.42 <i>0.94</i>	3.23 <i>0.97</i>	3.08 <i>1.02</i>	3.83 <i>0.69</i>	3.70 <i>0.80</i>	3.38 <i>0.53</i>	3.43 <i>0.57</i>	3.43 <i>0.88</i>	3.80 <i>0.89</i>	4.00 <i>0.89</i>	4.15 <i>0.43</i>	3.38 <i>0.54</i>
Appointment													
9-month	477	3.26 <i>0.97</i>	3.02 <i>0.94</i>	3.06 <i>0.98</i>	3.57 <i>0.88</i>	3.52 <i>0.94</i>	2.81 <i>0.75</i>	3.56 <i>0.88</i>	3.32 <i>1.01</i>	3.60 <i>0.99</i>	3.90 <i>0.72</i>	3.83 <i>0.72</i>	3.65 <i>1.13</i>
11-month	345	3.45 <i>0.90</i>	3.40 <i>0.81</i>	2.82 <i>0.95</i>	3.79 <i>0.90</i>	3.65 <i>0.98</i>	2.94 <i>0.94</i>	3.08 <i>1.03</i>	3.45 <i>0.88</i>	3.97 <i>0.72</i>	3.95 <i>0.83</i>	4.35 <i>0.64</i>	4.64 <i>0.38</i>
Blank	42	3.32 <i>0.97</i>	2.93 <i>1.05</i>	3.20 <i>0.68</i>	3.94 <i>0.74</i>	3.57 <i>0.88</i>	3.25 <i>0.38</i>		3.43 <i>0.86</i>	2.57 <i>0.00</i>	4.03 <i>0.96</i>		4.00 <i>0.00</i>
Gender Identity													
Female	471	3.38 <i>0.94</i>	3.24 <i>0.93</i>	3.08 <i>0.75</i>	3.72 <i>0.90</i>	3.57 <i>0.93</i>	2.78 <i>0.69</i>	3.34 <i>0.91</i>	3.48 <i>0.95</i>	3.60 <i>0.83</i>	3.92 <i>0.64</i>	4.13 <i>0.75</i>	4.13 <i>0.99</i>
Male	335	3.38 <i>0.95</i>	3.24 <i>0.82</i>	3.02 <i>1.14</i>	3.59 <i>0.89</i>	3.63 <i>1.01</i>	3.05 <i>1.16</i>	3.51 <i>1.06</i>	3.25 <i>0.98</i>	3.84 <i>0.99</i>	4.07 <i>0.86</i>	3.79 <i>0.70</i>	3.44 <i>1.15</i>
Other	29	2.94 <i>0.76</i>	2.63 <i>0.84</i>	3.06 <i>0.06</i>	3.32 <i>0.18</i>	3.31 <i>0.54</i>	3.04 <i>0.60</i>	**	3.75 <i>0.38</i>		3.04 <i>0.39</i>		**
Blank	29	2.69 <i>0.97</i>	2.59 <i>1.10</i>	2.46 <i>0.97</i>		3.01 <i>0.48</i>	3.63 <i>0.00</i>	2.88 <i>0.25</i>	3.00 <i>0.25</i>	2.57 <i>0.00</i>	2.38 <i>0.00</i>	3.75 <i>0.00</i>	
Race/Ethnicity													
Minority	385	3.44 <i>0.97</i>	3.31 <i>0.91</i>	3.12 <i>0.89</i>	3.85 <i>0.83</i>	3.57 <i>1.02</i>	2.75 <i>0.96</i>	3.32 <i>1.03</i>	3.41 <i>1.00</i>	3.59 <i>1.12</i>	3.99 <i>0.69</i>	4.14 <i>0.65</i>	3.98 <i>1.34</i>
Non-Minority	396	3.31 <i>0.90</i>	3.17 <i>0.87</i>	3.12 <i>0.95</i>	3.46 <i>0.87</i>	3.62 <i>0.86</i>	2.89 <i>0.55</i>	3.65 <i>0.80</i>	3.43 <i>0.90</i>	3.89 <i>0.68</i>	4.00 <i>0.83</i>	3.81 <i>0.79</i>	3.81 <i>0.84</i>
Other-Blank/Blank	83	3.04 <i>0.99</i>	2.86 <i>1.02</i>	2.23 <i>0.72</i>	3.75 <i>0.97</i>	3.36 <i>0.83</i>	3.31 <i>0.57</i>	2.88 <i>0.25</i>	3.14 <i>0.80</i>	3.24 <i>0.66</i>	3.38 <i>0.89</i>	3.75 <i>0.00</i>	4.46 <i>0.60</i>

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

** Indicates small sample size 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	5.89 2.58	5.07 2.76	3.90 2.63	2.69 1.41
Mānoa				
College of Arts, Languages and Letters	5.34 2.45	3.99 2.46	2.92 2.15	2.95 1.42
College of Education	6.89 2.55	5.81 2.74	4.30 2.73	2.55 1.34
College of Engineering	4.38 2.37	3.38 2.24	2.31 1.59	2.58 1.03
College of Natural Sciences	5.14 2.66	4.43 2.74	3.17 2.33	2.98 1.42
College of Social Sciences	5.80 2.69	4.91 2.75	3.62 2.41	2.80 1.43
College of Tropical Ag & HR	5.48 2.46	5.23 2.59	4.00 2.48	2.80 1.35
Hawai‘inuiākea School of Hawaiian Knowledge	6.17 3.02	5.33 3.04	4.67 2.13	2.83 1.07
John A. Burns School of Medicine	6.62 2.46	5.96 2.64	5.18 2.66	2.62 1.39
Outreach College	4.29 1.48	3.86 2.10	3.14 2.10	3.57 0.78
Richardson School of Law	6.60 2.06	5.40 2.65	3.40 1.85	3.30 1.33
School of Architecture	6.83 1.57	6.50 1.26	4.83 2.91	2.25 1.03
School of Nursing and Dental Hygiene	7.36 1.80	6.71 1.91	6.14 1.81	2.36 1.53
School of Ocean & Earth Science and Tech	5.86 2.42	5.07 2.70	3.25 2.29	2.69 1.45
Shidler College of Business	6.43 2.66	5.57 3.16	4.00 3.16	3.00 1.07
Thompson School of Social Work & Public Health	6.53 2.25	5.67 2.44	4.33 3.00	2.07 1.29
Library Services	7.13 2.22	6.00 2.07	5.00 2.19	1.87 1.15
Academic Affairs/Services/Support	6.13 2.71	2.86 2.29	3.88 3.55	2.69 1.52
Student Affairs/Services/Support	5.29 2.22	4.24 2.62	3.82 2.36	2.35 1.23
Other	6.50 1.22	5.13 1.83	3.88 1.45	4.00 1.32
(blank)	5.38 2.87	4.88 3.02	3.00 1.31	3.38 1.32

	Satisfaction*	Morale*	Change in Morale†	Likely to Leave‡
	Mean SD	Mean SD	Mean SD	Mean SD
Hilo				
College of Agriculture, Forestry, & Natural Res Mgmt	2.00 0.82	1.33 0.47	2.00 1.41	3.67 1.55
College of Arts & Sciences: Arts & Humanities	5.67 3.35	5.00 3.26	4.44 3.27	2.09 1.31
College of Arts & Sciences: Natural Sciences	4.79 2.86	4.14 3.02	2.07 1.58	3.25 1.50
College of Arts & Sciences: School of Nursing	8.20 0.98	7.20 1.94	6.20 3.25	1.80 1.17
College of Arts & Sciences: Social Sciences	4.00 1.96	3.25 1.88	2.62 1.33	3.12 1.44
College of Business and Economics	**	**	**	**
College of Pharmacy	4.75 3.27	4.00 2.74	3.25 1.79	2.50 1.66
Library Services	**	**	**	**
Academic Affairs/Services/Support	**	**	**	**
Student Affairs/Services/Support	4.56 3.06	4.78 2.82	2.89 2.81	3.22 1.46
(blank)	7.00 0.00	1.00 0.00	1.00 0.00	1.00 0.00
West O'ahu				
Business Administration	7.40 2.42	7.00 2.16	4.83 2.54	2.25 0.95
Education	7.80 1.83	7.00 2.28	5.80 2.48	2.00 1.55
Humanities	7.83 2.03	5.50 2.57	4.33 2.29	2.33 1.37
Public Administration	9.00 0.82	9.00 0.82	7.00 2.16	1.50 0.71
Social Sciences	5.17 2.03	4.83 2.11	4.17 2.03	2.83 1.21
Academic Affairs/Services/Support	7.40 2.50	5.20 3.97	3.25 3.90	2.20 1.17
Student Affairs/Services/Support	7.33 0.94	5.67 1.70	5.67 0.94	2.33 0.94
Other	6.56 2.41	6.11 2.38	5.88 3.59	2.11 1.35

	Satisfaction*	Morale*	Change in Morale†	Likely to Leave‡
	Mean SD	Mean SD	Mean SD	Mean SD
UH Community Colleges				
Business Education	6.46 3.03	5.69 3.52	4.77 3.42	3.04 1.75
Food Services	6.17 2.61	6.00 2.77	5.67 2.56	2.50 1.35
Hawaiian Studies	6.33 1.70	4.83 2.79	3.83 2.48	2.08 0.93
Health Services	5.39 2.51	4.70 2.96	3.74 2.74	3.17 1.41
Liberal Arts	5.83 2.48	5.10 2.69	3.64 2.56	2.40 1.37
Natural Sciences	5.57 2.32	5.22 2.55	4.24 2.55	2.64 1.41
Social Sciences	7.19 1.49	6.31 2.37	4.73 2.85	1.87 0.99
Technology	5.43 3.25	4.86 2.97	3.64 2.97	3.04 1.51
Office of Continuing Education and Training	5.40 3.20	3.80 2.71	3.40 2.73	2.10 1.11
Other Career and Technical Education	5.96 2.81	5.75 2.63	4.43 2.43	3.04 1.31
Academic Affairs/Services/Support	6.16 2.66	5.16 3.13	4.05 2.78	2.66 1.32
Student Affairs/Services/Support	5.58 2.33	5.00 2.48	3.97 2.52	2.90 1.41
Other	5.29 2.43	4.71 2.43	4.14 2.17	3.50 0.46
(blank)	6.73 1.12	6.13 2.52	4.38 2.06	2.00 1.05

** 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									
	2022	2018	2014	2006	2002	1998	1994	1992	1990	1987
Mean	3.8	4.2	4.3	5.1	4.9	3.6	4.3	4.6	4.7	4.6
Difference from Midpoint	-1.7	-1.3	-1.2	-0.4	-0.6	-1.9	-1.2	-0.9	-0.8	-0.9

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	866	5.89 2.58	5.88 2.56	4.95 2.92	7.07 2.32	5.92 2.49	4.50 2.55	5.95 2.38	5.87 2.39	6.04 2.25	6.19 2.48	7.00 1.94	6.00 2.77
Classification													
Instructional	528	5.75 2.56	5.72 2.60	4.69 2.79	7.00 2.21	5.84 2.41	4.39 2.24	6.30 2.25	5.80 2.33	5.79 2.26	5.90 2.34	6.88 2.03	6.08 2.97
Librarian	31	6.45 2.71	7.41 2.22	** 2.00	6.00 2.00	5.36 2.93		2.00 1.00	8.00 1.00		6.00 3.39	** 1.50	5.50 1.50
Researcher	34	5.35 2.62	5.42 2.63			**		**					
Specialist	108	6.11 2.28	6.14 2.15	5.86 3.27	8.00 1.41	5.50 2.32	4.60 2.06	5.67 0.94	5.33 0.94		6.00 4.00	**	
County Agent	5	5.80 1.94	5.80 1.94										
Lecturer	70	6.66 2.63	6.45 2.69	6.75 2.59	6.78 2.74	6.73 2.56	7.50 0.50	7.00 1.63	5.80 2.82	**	7.33 2.62	7.40 1.02	5.00 2.94
Multiple classification	25	5.20 2.79	4.87 2.73	**		6.11 2.64	**		**	5.50 2.50	6.67 2.05	8.00 1.00	
Other	52	6.52 2.58	7.27 2.26	**	**	6.06 2.62	4.50 3.64	5.00 3.00	6.11 2.60	6.25 1.48	6.40 1.85	8.00 2.00	7.50 0.50
Blank	13	4.23 2.49	4.40 3.07	3.00 2.12		5.25 1.09			4.00 0.00	7.00 0.00	5.00 0.00	5.00 0.00	
Rank													
Rank 2	152	6.37 2.51	6.58 2.44	6.07 2.69	7.22 2.62	6.08 2.47	4.00 2.54	6.67 1.41	5.88 2.57	4.80 2.32	6.77 2.36	7.67 1.37	7.67 0.47
Rank 3	182	5.63 2.47	5.69 2.43	3.00 2.19	6.67 1.93	5.57 2.48	4.67 2.17	6.44 2.83	5.63 2.52	6.56 1.89	5.47 2.19	5.50 1.71	5.00 3.16
Rank 4	192	5.68 2.47	5.51 2.39	5.38 2.79	8.29 1.67	5.73 2.43	3.58 2.18	5.27 2.60	6.17 2.14	5.50 2.06	6.13 2.18	7.11 1.91	7.33 0.94

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	229	5.86 2.62	5.82 2.69	4.75 2.84	6.78 1.87	6.10 2.41	4.50 2.50	5.20 1.99	6.63 1.87	6.00 2.00	5.71 2.72	7.25 2.49	6.67 2.49
Blank	111	6.05 2.80	6.22 2.65	4.33 3.00	6.67 3.14	6.39 2.61	6.43 2.66	8.00 1.00	4.50 2.38	7.00 2.55	7.75 2.33	7.29 1.03	5.00 2.94
Appointment													
9-month	475	5.84 2.60	5.68 2.68	5.28 2.81	7.07 2.31	5.96 2.44	4.32 2.36	6.70 1.94	5.98 2.47	5.82 2.48	6.25 2.21	6.81 1.87	5.46 3.18
11-month	348	5.97 2.47	6.12 2.36	4.33 3.11	6.56 2.11	5.89 2.50	4.75 2.45	4.50 2.47	6.07 2.22	6.33 1.83	6.00 2.79	7.56 2.06	6.83 1.34
Blank	43	5.70 3.05	5.47 3.11	4.71 2.71	7.83 2.41	5.54 2.95	5.50 4.50		3.80 1.47	7.00 0.00	6.75 2.86		8.00 0.00
Gender Identity													
Female	470	6.00 2.55	6.01 2.56	5.19 2.88	7.41 2.03	5.88 2.44	4.10 2.34	5.81 2.52	5.93 2.32	6.08 1.71	6.54 1.98	7.53 1.82	5.87 2.80
Male	336	6.00 2.51	6.06 2.37	5.00 2.94	6.67 2.39	6.06 2.55	5.00 2.74	5.88 2.32	5.84 2.55	5.93 2.68	6.30 2.70	6.67 1.89	6.50 2.96
Other	30	4.43 2.35	3.94 2.33	5.50 1.50	4.50 3.50	5.00 2.00	5.33 1.70	**	6.50 1.50		2.67 0.47		**
Blank	30	4.33 3.05	4.06 3.06	3.00 2.76		5.75 2.63	10.00 0.00	7.50 0.50	4.50 0.50	7.00 0.00	1.00 0.00	4.00 0.00	
Race/Ethnicity													
Minority	383	6.08 2.63	6.06 2.62	5.17 2.92	7.53 2.30	6.05 2.56	3.86 2.55	5.67 2.37	6.29 2.41	6.33 2.39	6.37 2.29	7.71 1.67	6.29 3.15
Non-Minority	397	5.90 2.44	5.91 2.46	5.34 2.88	6.50 2.20	5.93 2.24	4.69 1.89	6.33 2.43	5.76 2.12	5.92 1.75	6.67 2.29	6.50 1.92	5.50 2.77
Other-Blank/Blank	86	4.97 2.76	4.95 2.62	2.75 1.92	7.75 2.28	5.19 2.75	6.60 3.07	7.50 0.50	4.40 2.29	5.33 3.09	4.13 2.85	4.00 0.00	7.00 0.82

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	864	5.07 2.76	4.94 2.70	4.20 2.91	6.11 2.66	5.28 2.75	3.86 2.54	5.12 2.43	5.41 2.69	4.93 2.75	5.51 2.81	6.62 2.35	5.30 3.08
Classification													
Instructional	528	4.93 2.74	4.75 2.74	3.69 2.68	6.04 2.50	5.25 2.68	3.89 2.35	5.33 2.41	5.36 2.64	4.53 2.68	5.51 2.59	6.52 2.40	5.31 3.24
Librarian	31	5.61 2.73	6.41 2.25	** 0.50	2.50 0.50	5.27 3.02		1.50 0.50	7.50 0.50		6.25 3.27	** 2.50	5.50 2.50
Researcher	33	4.58 2.67	4.66 2.68			**		**					
Specialist	107	5.22 2.65	5.18 2.49	5.57 3.25	8.00 1.87	4.50 2.87	3.20 2.04	5.33 0.47	3.67 2.49		5.00 4.00	**	
County Agent	5	5.00 2.19	5.00 2.19										
Lecturer	71	5.80 2.94	5.15 2.82	6.00 3.08	5.89 2.73	6.12 2.98	** 2.49	5.67 2.49	5.70 3.16	6.00 4.00	6.33 3.09	6.40 1.96	5.67 3.40
Multiple classification	25	4.76 2.78	4.47 2.70	**		5.44 2.87	**		**	6.50 1.50	3.67 3.09	8.00 1.00	
Other	51	5.69 2.79	6.50 2.61	**	**	5.17 2.72	3.17 2.97	6.00 2.00	5.56 2.41	6.00 2.24	5.20 2.60	7.50 2.50	4.50 1.50
Blank	13	3.62 1.82	3.80 2.32	3.00 1.58		4.00 1.00			3.00 0.00	3.00 0.00	5.00 0.00	5.00 0.00	
Rank													
Rank 2	152	5.86 2.78	6.00 2.70	5.43 3.35	6.22 3.01	5.74 2.68	3.56 2.71	6.00 1.33	5.69 2.80	4.00 2.58	6.54 2.41	7.67 1.49	8.00 0.82
Rank 3	183	4.81 2.57	4.64 2.54	3.20 2.14	6.00 2.35	4.92 2.57	4.08 2.10	5.56 2.67	5.13 2.45	5.22 2.78	5.00 2.83	5.43 1.76	4.13 2.71
Rank 4	191	4.64 2.74	4.40 2.52	4.38 2.87	7.71 2.31	4.72 2.84	2.75 1.92	4.27 2.45	5.61 2.79	3.75 2.38	4.65 2.66	6.44 2.99	5.33 3.09

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	227	4.84 2.73	4.71 2.74	3.14 2.13	4.90 2.26	5.51 2.70	1.50 0.50	4.70 2.41	5.63 2.23	5.00 2.10	5.71 2.86	7.25 2.38	5.33 3.30
Blank	111	5.64 2.82	5.76 2.69	4.20 2.86	6.33 2.69	5.93 2.81	6.43 2.19	6.00 3.00	4.70 3.13	6.75 2.86	6.25 2.77	6.43 1.84	5.67 3.40
Appointment													
9-month	477	5.05 2.79	4.69 2.76	4.53 2.83	6.00 2.59	5.40 2.76	3.93 2.58	5.70 2.27	5.56 2.72	4.56 2.77	5.83 2.65	6.39 2.38	5.00 3.53
11-month	345	5.11 2.70	5.23 2.61	3.78 3.05	5.56 2.99	5.08 2.73	3.42 2.10	4.00 2.33	5.33 2.62	5.89 2.56	4.92 2.95	7.33 2.11	5.67 1.97
Blank	42	4.98 2.92	4.53 2.79	3.57 2.66	7.50 1.98	5.17 2.82	5.50 3.50		4.60 2.58	3.00 0.00	6.00 2.94		7.00 0.00
Gender Identity													
Female	474	5.16 2.77	5.02 2.77	4.40 2.95	6.48 2.53	5.25 2.69	3.50 2.31	5.00 2.29	5.38 2.70	4.77 2.61	5.84 2.44	7.06 2.30	5.60 2.85
Male	332	5.23 2.69	5.12 2.51	4.36 2.92	5.62 2.68	5.52 2.82	4.38 2.74	5.35 2.72	5.47 2.76	5.21 2.91	5.69 2.95	6.33 2.33	5.25 3.49
Other	28	3.29 2.42	3.07 2.11	** 3.00	4.00 3.00	3.70 2.65	4.33 2.49	**	6.50 1.50		1.33 0.47		**
Blank	30	3.60 2.73	3.59 3.07	2.80 1.94		4.13 2.20	9.00 0.00	4.00 1.00	4.00 1.00	3.00 0.00	1.00 0.00	4.00 0.00	
Race/Ethnicity													
Minority	382	5.26 2.82	5.19 2.76	3.95 3.04	6.25 2.72	5.40 2.81	2.95 2.21	5.22 2.51	5.54 2.56	4.92 3.05	5.77 2.58	7.53 2.33	6.00 3.25
Non-Minority	397	5.09 2.62	4.91 2.61	5.00 2.76	5.75 2.51	5.38 2.58	4.31 2.36	5.08 2.36	5.76 2.70	5.08 2.14	5.68 2.90	5.95 2.09	5.20 2.86
Other-Blank/Blank	85	4.11 2.91	4.10 2.83	1.75 0.97	7.25 2.77	4.31 2.89	6.20 2.48	4.00 1.00	4.00 2.72	4.33 3.40	3.75 3.11	4.00 0.00	4.00 2.94

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	854	3.90 2.63	3.77 2.54	3.05 2.54	5.05 2.88	4.09 2.66	2.83 2.32	4.27 2.23	3.97 2.50	3.93 2.52	4.34 2.94	5.11 2.83	4.25 2.57
Classification													
Instructional	526	3.73 2.58	3.53 2.50	2.95 2.47	4.93 2.75	3.95 2.58	2.82 2.12	4.37 2.26	3.92 2.45	3.68 2.27	4.07 2.84	4.76 2.83	4.00 2.88
Librarian	31	4.29 2.40	5.18 2.12	** 2.12	** 2.12	3.73 2.30		1.50 0.50	6.00 2.00		4.25 2.49	** 2.49	3.50 0.50
Researcher	32	3.31 2.17	3.35 2.19			**		**					
Specialist	106	4.10 2.80	4.09 2.67	4.00 3.46	7.33 2.05	3.57 2.82	2.00 1.26	4.67 0.47	2.00 0.82		5.00 4.00	**	
County Agent	5	3.80 1.60	3.80 1.60										
Lecturer	69	4.78 2.82	4.25 2.83	3.57 2.32	5.00 2.50	5.29 2.85	6.50 0.50	6.00 2.16	3.60 2.29	5.50 4.50	6.44 3.13	5.60 1.96	5.33 2.36
Multiple classification	24	3.58 2.56	3.71 2.58	** 2.58		3.67 2.54	**		**	4.00 3.00	2.33 1.89	6.50 0.50	
Other	49	4.71 2.73	5.38 2.13	** 2.13	** 2.13	4.29 2.79	2.60 3.20	3.50 1.50	5.00 3.02	4.25 1.48	4.20 2.44	6.00 4.00	**
Blank	12	2.50 1.32	2.40 1.36	1.75 0.83		3.67 0.94			3.00 0.00		3.00 0.00	5.00 0.00	
Rank													
Rank 2	151	4.58 2.78	4.95 2.84	4.07 2.79	5.33 2.54	4.18 2.66	2.25 2.63	4.56 1.07	3.56 2.74	3.17 2.41	5.46 2.71	5.33 2.21	5.67 1.70
Rank 3	182	3.80 2.72	3.78 2.80	1.80 0.75	4.83 3.31	3.79 2.50	2.58 1.26	5.67 2.67	3.80 2.45	4.11 2.28	4.00 2.71	3.29 2.60	3.13 2.15
Rank 4	190	3.58 2.46	3.44 2.22	3.62 2.92	7.00 2.45	3.49 2.47	2.17 1.62	3.00 1.48	4.50 2.71	2.50 1.50	2.82 2.04	5.44 2.91	3.67 2.49

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	227	3.59	3.34	2.36	3.50	4.46	**	3.70	4.06	4.80	4.65	6.00	5.67
		2.45	2.24	2.16	1.63	2.83		2.10	2.22	1.94	3.27	3.12	3.09
Blank	104	4.36	4.09	2.57	5.80	5.10	5.57	6.50	3.80	5.33	5.75	5.29	5.00
		2.67	2.46	2.06	2.99	2.66	2.56	2.50	1.99	3.68	2.99	2.19	2.16
Appointment													
9-month	471	3.82	3.46	3.33	4.97	4.12	3.00	4.67	3.93	3.78	4.49	4.75	3.92
		2.60	2.44	2.46	2.82	2.67	2.35	2.07	2.51	2.57	2.93	2.75	3.02
11-month	343	3.98	4.10	2.67	4.38	3.93	2.00	3.50	4.07	4.22	3.80	6.22	4.50
		2.62	2.58	2.69	3.04	2.58	1.21	2.32	2.56	2.39	2.73	2.78	0.76
Blank	40	4.20	3.50	2.57	6.60	5.08	5.00		3.80		6.25		7.00
		2.99	2.69	2.32	2.33	3.07	4.00		2.04		3.27		0.00
Gender Identity													
Female	466	4.00	3.99	3.27	5.56	3.91	2.45	4.10	3.65	3.38	4.53	5.56	4.13
		2.71	2.67	2.97	3.07	2.57	2.03	2.20	2.38	1.90	2.73	3.08	2.16
Male	332	3.95	3.72	2.96	4.31	4.44	3.00	4.47	4.31	4.43	4.57	4.83	5.50
		2.49	2.27	2.09	2.20	2.76	2.24	2.40	2.60	2.90	3.09	2.48	3.35
Other	28	2.86	2.73	2.00	3.00	3.22	4.00	**	**		**		**
		2.67	2.89	1.00	2.00	2.62	2.16						
Blank	28	2.57	2.06	2.60		3.71	9.00	4.00	3.00		1.00	2.00	
		2.11	1.82	1.85		2.43	0.00	1.00	0.00		0.00	0.00	
Race/Ethnicity													
Minority	381	4.16	4.11	3.09	5.25	4.23	2.10	4.41	4.08	4.08	4.50	6.18	4.29
		2.82	2.75	2.78	3.10	2.80	1.89	2.39	2.63	3.02	2.86	2.77	2.49
Non-Minority	393	3.81	3.71	3.39	4.58	4.00	2.94	4.00	4.04	3.92	4.33	4.32	4.50
		2.42	2.36	2.54	2.58	2.45	2.05	1.96	2.27	1.89	2.98	2.56	2.77
Other-Blank/Blank	80	3.09	2.61	1.63	6.67	3.71	5.40	4.00	3.40	3.00	3.50	2.00	3.33
		2.49	2.21	0.70	2.36	2.62	2.73	1.00	2.46	2.00	3.08	0.00	1.70

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	869	2.69 1.41	2.75 1.40	2.84 1.52	2.25 1.26	2.63 1.39	2.86 1.37	2.56 1.34	2.68 1.37	2.78 1.52	2.52 1.40	2.58 1.33	2.33 1.44
Classification													
Instructional	532	2.69 1.41	2.75 1.38	3.02 1.53	2.20 1.24	2.61 1.41	2.79 1.28	2.53 1.41	2.51 1.31	3.05 1.51	2.54 1.50	2.64 1.39	2.27 1.48
Librarian	31	2.37 1.37	2.12 1.32	**	2.50 1.50	2.59 1.33		**	1.50 0.50		2.88 1.14	**	**
Researcher	33	3.26 1.59	3.33 1.56			**		**					
Specialist	108	2.58 1.27	2.58 1.28	2.71 1.25	1.75 0.83	2.71 1.28	2.80 1.36	3.33 0.24	2.67 1.25		2.50 1.50	**	
County Agent	5	3.20 1.29	3.20 1.29										
Lecturer	72	2.66 1.37	2.78 1.33	2.13 1.54	2.72 1.27	2.70 1.36	1.50 0.50	2.00 0.82	3.55 1.21	2.25 1.25	2.50 1.40	2.20 0.93	3.17 1.43
Multiple classification	24	3.19 1.43	3.21 1.42	**		3.17 1.53	**		**	1.50 0.50	2.50 1.08	4.00 1.00	
Other	52	2.49 1.42	2.63 1.58	**	**	2.51 1.34	3.33 1.52	2.00 1.00	2.50 1.37	2.38 1.56	2.30 1.12	1.75 0.25	2.75 0.75
Blank	12	2.67 1.37	2.40 1.50	2.75 1.48		3.00 0.82			4.00 0.00		3.00 0.00	2.00 0.00	
Rank													
Rank 2	153	2.47 1.35	2.40 1.36	2.33 1.34	2.28 1.31	2.62 1.34	3.33 1.41	2.61 0.97	2.69 1.22	2.08 1.24	2.50 1.48	2.67 1.37	1.67 0.94
Rank 3	184	2.84 1.35	2.95 1.30	4.20 1.17	1.96 1.07	2.76 1.35	2.75 1.11	2.33 1.70	2.53 1.18	3.33 1.63	2.60 1.13	3.14 1.12	3.00 1.44
Rank 4	193	2.71 1.34	2.81 1.31	3.00 1.62	1.71 0.70	2.61 1.33	3.21 1.28	2.59 1.06	2.22 1.28	3.75 0.90	2.24 1.30	2.94 1.42	2.33 0.94

	Overall Total		UHM	UHH	UHWO	UHCC Subtotal	HAW	HON	KAP	KAU	LEE	MAU	WIN
Rank 5	228	2.62 1.49	2.63 1.49	2.77 1.29	2.60 1.34	2.57 1.55	2.75 1.25	2.90 1.50	2.63 1.52	2.60 1.50	2.79 1.69	2.06 1.29	**
Blank	111	2.81 1.45	3.06 1.39	2.83 1.61	2.83 1.46	2.50 1.40	1.86 1.36	1.50 0.50	3.80 1.14	1.50 0.41	2.44 1.12	2.07 0.98	2.50 1.78
Appointment													
9-month	480	2.67 1.41	2.79 1.39	2.86 1.54	2.28 1.31	2.57 1.40	2.79 1.32	2.44 1.40	2.54 1.34	2.75 1.46	2.55 1.43	2.46 1.38	2.46 1.61
11-month	347	2.70 1.39	2.68 1.40	3.08 1.41	2.17 1.15	2.72 1.37	3.00 1.35	2.79 1.19	2.80 1.41	2.83 1.63	2.54 1.37	2.94 1.12	1.92 1.02
Blank	42	2.71 1.44	3.09 1.46	2.14 1.46	2.25 1.15	2.75 1.38	3.00 2.00		3.10 1.20		2.13 1.14		3.00 0.00
Gender Identity													
Female	476	2.60 1.37	2.69 1.40	2.74 1.38	2.02 1.08	2.54 1.34	3.10 1.29	2.19 1.43	2.58 1.33	2.92 1.67	2.22 1.03	2.44 1.07	2.37 1.56
Male	335	2.74 1.44	2.71 1.40	3.06 1.59	2.65 1.34	2.73 1.47	2.44 1.40	3.09 1.10	2.83 1.43	2.64 1.36	2.70 1.68	2.64 1.54	2.00 1.00
Other	30	3.15 1.27	3.59 0.91	1.25 0.25	3.00 2.00	2.85 1.27	2.17 1.31	**	2.00 1.00		4.00 0.82		**
Blank	28	3.02 1.50	3.19 1.46	3.00 1.79		2.64 1.27	1.00 0.00	1.75 0.75	3.00 1.00		4.00 0.00	4.00 0.00	
Race/Ethnicity													
Minority	386	2.64 1.36	2.67 1.33	2.85 1.40	2.43 1.22	2.61 1.40	3.12 1.18	2.63 1.46	2.56 1.40	3.04 1.71	2.50 1.27	2.38 1.36	1.79 1.31
Non-Minority	399	2.64 1.42	2.70 1.42	2.66 1.52	2.08 1.34	2.60 1.37	2.66 1.40	2.54 1.07	2.72 1.40	2.75 1.25	2.13 1.43	2.68 1.29	2.80 1.52
Other-Blank/Blank	84	3.11 1.47	3.33 1.45	3.56 1.61	2.25 0.83	2.81 1.42	2.40 1.74	1.75 0.75	3.05 1.06	1.25 0.25	3.56 1.45	4.00 0.00	2.00 0.82

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

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