

QUALITY OF FACULTY WORKLIFE: THE UNIVERSITY OF HAWAI'I

Spring 2014

All Campus Council of Faculty Senate Chairs (ACCFSC)
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Introduction

The All Campus Council of Faculty Senate Chairs (ACCFSC) requested in spring 2014 that the Office of the Executive Vice President for Academic Affairs (OEVPA) 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)*. Approval for the 2014 research protocol was granted by the UH Committee on Human Studies.

Method

The study included 4,028 members of the UH faculty (≥ 0.50 FTE) and marks the first time that this survey was conducted entirely online. Faculty were contacted via email by the OEVPA through an electronic listserv that was established for this project. The email gave instructions on locating and accessing the online survey. Three email announcements from the OEVPA in conjunction with follow up email reminders from the ACCFSC yielded 1,326 responses for a 33% return rate. Table 1 displays the response rate by campus. Refer to Appendix A for the response rate by respondents' locus of appointment and major campus unit.

Table 1. Number and Percent of Respondents by Campus

Campus	Population	Useable Responses	Percent Total Responses	Percent Response Rate by Campus
TOTAL	4,028	1,326	32.9%	
UH Mānoa	2,292	669	16.6%	29.2%
UH Hilo	301	84	2.1%	27.9%
UH West O'ahu	91	34	0.8%	37.4%
UH Community Colleges	1,344	506	12.6%	37.6%
Hawai'i	160	70	1.7%	43.8%
Honolulu	205	61	1.5%	29.8%
Kapi'olani	336	121	3.0%	36.0%
Kaua'i	90	54	1.3%	60.0%
Leeward	271	73	1.8%	26.9%
Maui	177	68	1.7%	38.4%
Windward	105	33	0.8%	31.4%
CC No Campus Indicated*	--	26	0.6%	--
No Campus Indicated*	--	33	0.8%	--

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

*Data for these groups are not specifically shown on subsequent tables/figures. However, their responses are included in overall UHCC totals.

Analysis

This study applied a quantitative analysis of the data using SPSS (version 22). The survey was sent to all faculty members with a 32.9 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, gender, 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 (62%) are classified as “instructional” with the remainder dispersed among the other classification categories.

The top three groups of respondents by rank are: full professors (29%), assistant professors (20%), and associate professors (19%). The majority of respondents have a 9-month appointment (56%), are employed full-time (90%), and are female (52%). Caucasians form the majority ethnic group (50%).

Survey respondents are generally representative of the spring 2014 faculty population whose makeup is as follows: instructional (66%); full professors (25%), associate professors (19%), and assistant professors (24%); 11-month appointments (41%); full-time faculty (85%); males (49%) and females (51%); and Caucasians (51%). Direct comparisons between the population and the respondents are hampered by the number of respondents who left the demographic section blank.

Table 2. Demographics on Respondents by Major Unit

	Spring 2014 Population	Survey Respondents									
		Overall		UHM		UHH		UHWO		UHCC	
Faculty Classification											
Instructional	65.8%	821	61.9%	388	58.0%	63	75.0%	26	76.5%	327	64.6%
Librarian	1.5%	38	2.9%	24	3.6%	1	1.2%	0	0.0%	11	2.2%
Researcher	6.9%	69	5.2%	68	10.2%	0	0.0%	0	0.0%	0	0.0%
Specialist	12.4%	153	11.5%	124	18.5%	12	14.3%	2	5.9%	12	2.4%
County Agent	1.1%	9	0.7%	9	1.3%	0	0.0%	0	0.0%	0	0.0%
Lecturer	12.3%	97	7.3%	16	2.4%	4	4.8%	3	8.8%	72	14.2%
Multiple classification		43	3.2%	19	2.8%	2	2.4%	1	2.9%	21	4.2%
Other		79	6.0%	18	2.7%	2	2.4%	0	0.0%	58	11.5%
Blank/No Answer		17	1.3%	3	0.4%	0	0.0%	2	5.9%	5	1.0%
Rank											
Lecturer	12.3%	97	7.3%	16	2.4%	4	4.8%	3	8.8%	72	14.2%
Instructor	20.2%	221	16.7%	78	11.7%	14	16.7%	5	14.7%	118	23.3%
Assistant Professor	23.9%	262	19.8%	115	17.2%	17	20.2%	6	17.6%	122	24.1%
Associate Professor	18.8%	246	18.6%	151	22.6%	21	25.0%	7	20.6%	60	11.9%
Full Professor	24.8%	378	28.5%	229	34.2%	19	22.6%	9	26.5%	114	22.5%
Blank/No Answer		122	9.2%	80	12.0%	9	10.7%	4	11.8%	20	4.0%

Table 2. Demographics on Respondents by Major Unit (continued)

	Spring 2014 Population	Survey Respondents									
		Overall		UHM		UHH		UHWO		UHCC	
Appointment											
9-month	45.9%	739	55.7%	318	47.5%	59	70.2%	28	82.4%	321	63.4%
11-month	40.8%	543	41.0%	344	51.4%	25	29.8%	5	14.7%	159	31.4%
Blank/No Answer	13.3%*	44	3.3%	7	1.0%	0	0.0%	1	2.9%	26	5.1%
Employment Status											
Full-time (1.00 FTE)	85.1%	1,195	90.1%	601	89.8%	82	97.6%	32	94.1%	455	89.9%
Part-time (<1.00 FTE)	14.9%	76	5.7%	38	5.7%	0	0.0%	0	0.0%	38	7.5%
Blank/No Answer		55	4.1%	30	4.5%	2	2.4%	2	5.9%	13	2.6%
Tenure Status											
Tenured	44.9%	724	54.6%	375	56.1%	46	54.8%	18	52.9%	269	53.2%
Tenure track	18.3%	270	20.4%	121	18.1%	22	26.2%	8	23.5%	113	22.3%
Non-tenure track	35.6%	289	21.8%	156	23.3%	14	16.7%	7	20.6%	109	21.5%
Blank/No Answer	1.3%	43	3.2%	17	2.5%	2	2.4%	1	2.9%	15	3.0%
Gender											
Male	49.3%	692	52.2%	330	49.3%	43	51.2%	16	47.1%	291	57.5%
Female	50.7%	555	41.9%	301	45.0%	38	45.2%	16	47.1%	190	37.5%
Blank/No Answer		79	6.0%	38	5.7%	3	3.6%	2	5.9%	25	4.9%
Race/Ethnicity											
African-American	1.2%	4	0.3%	3	0.4%	0	0.0%	0	0.0%	1	0.2%
Caucasian	50.6%	665	50.2%	393	58.7%	48	57.1%	15	44.1%	204	40.3%
Chinese	8.4%	57	4.3%	33	4.9%	4	4.8%	0	0.0%	20	4.0%
Filipino	4.2%	21	1.6%	7	1.0%	0	0.0%	0	0.0%	14	2.8%
Hawaiian/Part-Hawaiian	8.4%	65	4.9%	21	3.1%	4	4.8%	1	2.9%	37	7.3%
Hispanic	2.2%	18	1.4%	9	1.3%	3	3.6%	0	0.0%	6	1.2%
Japanese	15.8%	161	12.1%	60	9.0%	9	10.7%	3	8.8%	86	17.0%
Korean	2.8%	18	1.4%	11	1.6%	0	0.0%	0	0.0%	7	1.4%
Native American	0.8%	3	0.2%	1	0.1%	0	0.0%	0	0.0%	2	0.4%
Pacific Islander	1.0%	8	0.6%	5	0.7%	1	1.2%	0	0.0%	2	0.4%
South Asian Indian	2.0%	10	0.8%	8	1.2%	0	0.0%	0	0.0%	2	0.4%
Mixed/Other	2.4%	192	14.5%	74	11.1%	8	9.5%	9	26.5%	96	19.0%
Blank/No Answer		104	7.8%	44	6.6%	7	8.3%	6	17.6%	29	5.7%
Minority/Non-minority*											
Minority	49.4%	557	42.0%	232	34.7%	29	34.5%	13	38.2%	273	54.0%
Non-minority	50.6%	665	50.2%	393	58.7%	48	57.1%	15	44.1%	204	40.3%
Blank/No Answer		104	7.8%	44	6.6%	7	8.3%	6	17.6%	29	5.7%

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

*For the purpose of this analysis, "minority" includes: African-American, Chinese, Filipino, Hawaiian/Part-Hawaiian, Hispanic, Japanese, Korean, Native American, Pacific Islander, South Asian Indian, and Mixed/Other. "Non-minority" references Caucasians.

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

Respondents were asked to indicate their level of agreement or disagreement with 58 statements about the quality of their worklives. Refer to Appendix B for the means and standard deviations on each of the statements regarding quality of worklife.

Faculty were then asked to list three aspects of their worklives that were the most positive and three that were the most negative. The most frequently mentioned positive and negative elements by faculty at all campuses are listed below (Tables 3 and 4). Results from the 2002 and 2006 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 2014, “department/unit relations” and “community service” ranked first and second. “Physical work environment,” “relations with the department chair,” and “social fit with the department/unit” were other positive elements cited.

Table 3. Most Positive Aspects of Faculty Worklife

2014	2006	2002
1. Department/unit relations	1. Faculty relations	1. Department/unit relations
2. Community service	2. Community service	2. Undergraduate students
3. Physical work environment	3. Relations with dept chair	3. Relations with dept chair
4. Relations with dept chair	4. Campus service	4. Community service
5. Social fit with dept/unit	5. Undergraduate teaching load	5. Physical work environment

Table 4 displays the five most negative aspects of faculty worklife. “Current salary” ranks first for the fourth consecutive iteration of this study, while “clerical support” and “undergraduate teaching load” remain continuous themes. “Facilities” and “support for travel” were other negative elements cited. In 2014, the five most frequently mentioned negative aspects were the same as in 2002.

Table 4. Most Negative Aspects of Faculty Worklife

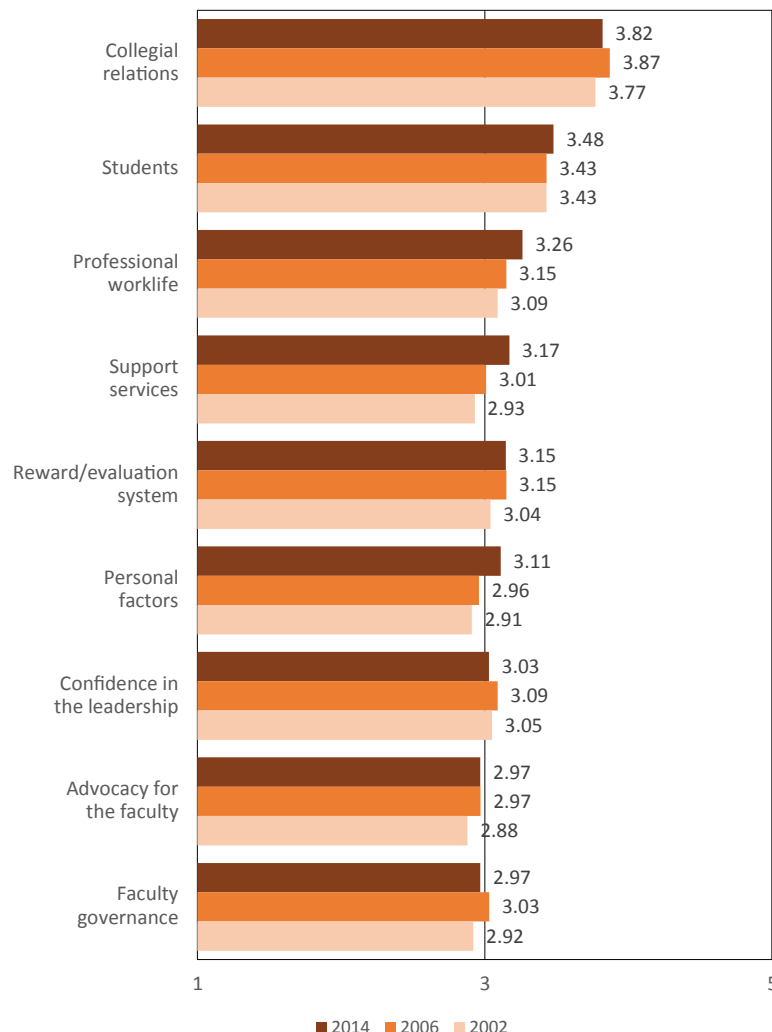
2014	2006	2002
1. Current salary	1. Current salary	1. Current salary
2. Facilities	2. Undergraduate teaching load	2. Facilities
3. Clerical support	3. Clerical support	3. Undergraduate teaching load
4. Support for travel	4. Committee load distribution	4. Clerical support
5. Undergraduate teaching load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

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

Following prior reports, responses were grouped into nine dimensions to create more global measures of the quality of worklife: professional worklife, reward evaluation system, collegial relations, students, faculty governance, personal factors, support services, advocacy for the faculty, and confidence in leadership.

Figure I shows the overall rank order of the nine 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 I. Quality of Worklife Dimensions by 2014 Mean Rank Order



Mean results for 2002 and 2006 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.

Scale range is 1–5. 1=most negative; 5=most positive (midpoint 3).

In 2014, seven of the nine dimensions had a mean that was higher than the midpoint (3.00). Four of the nine dimensions showed slight increases, three showed slight decreases, and two remain static relative to means reported in 2006.

Appendix E provides the means and standard deviations for each of the nine dimensions by campus. Appendices J–R provide the means and standard deviations for faculty members on each of the nine quality of worklife dimensions by faculty classification, rank, appointment period, gender, 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 (responses that did not total 100 percent were recalculated to fit 100 percent).

Figure 2. Functional Faculty Allocation of Time

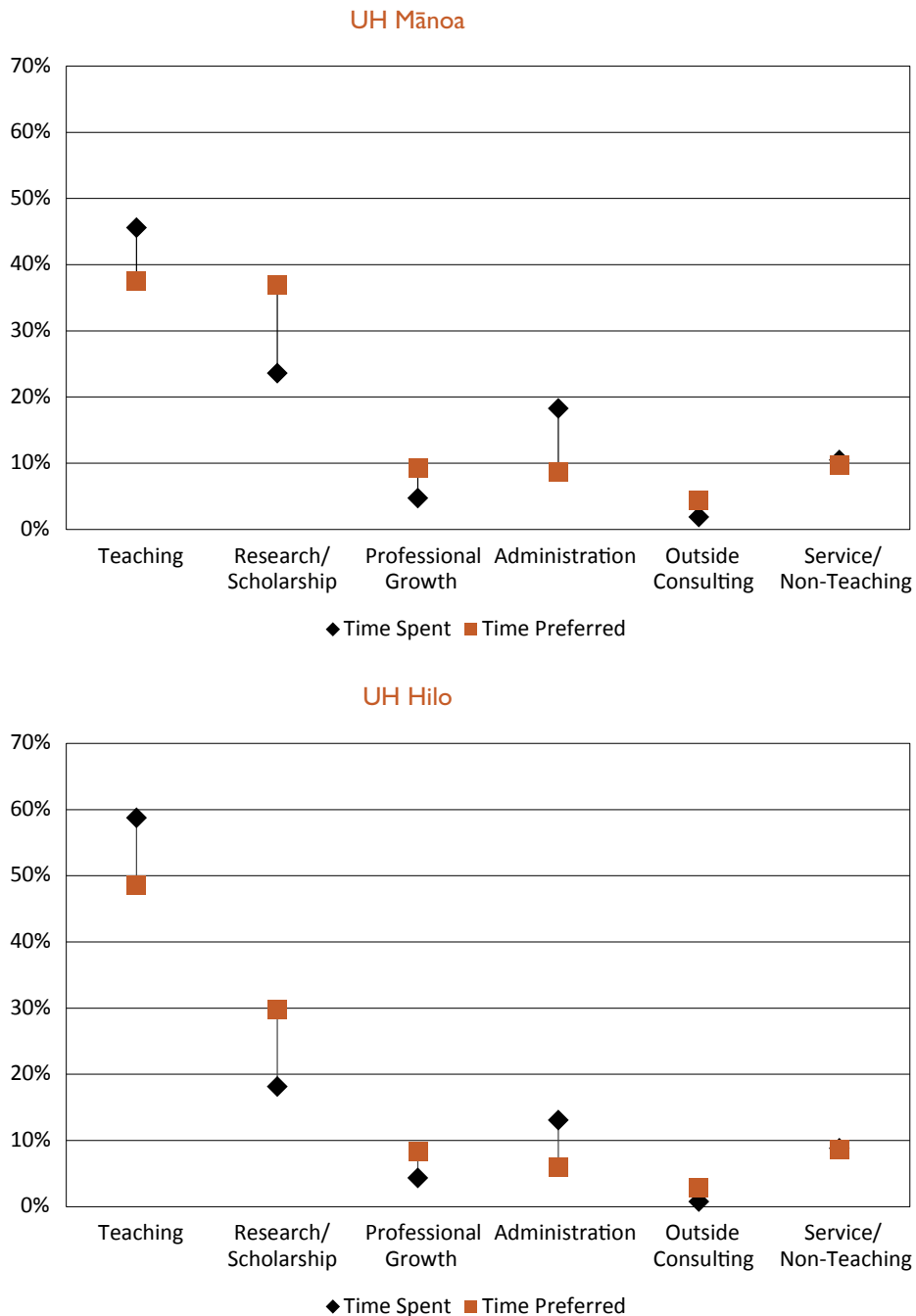
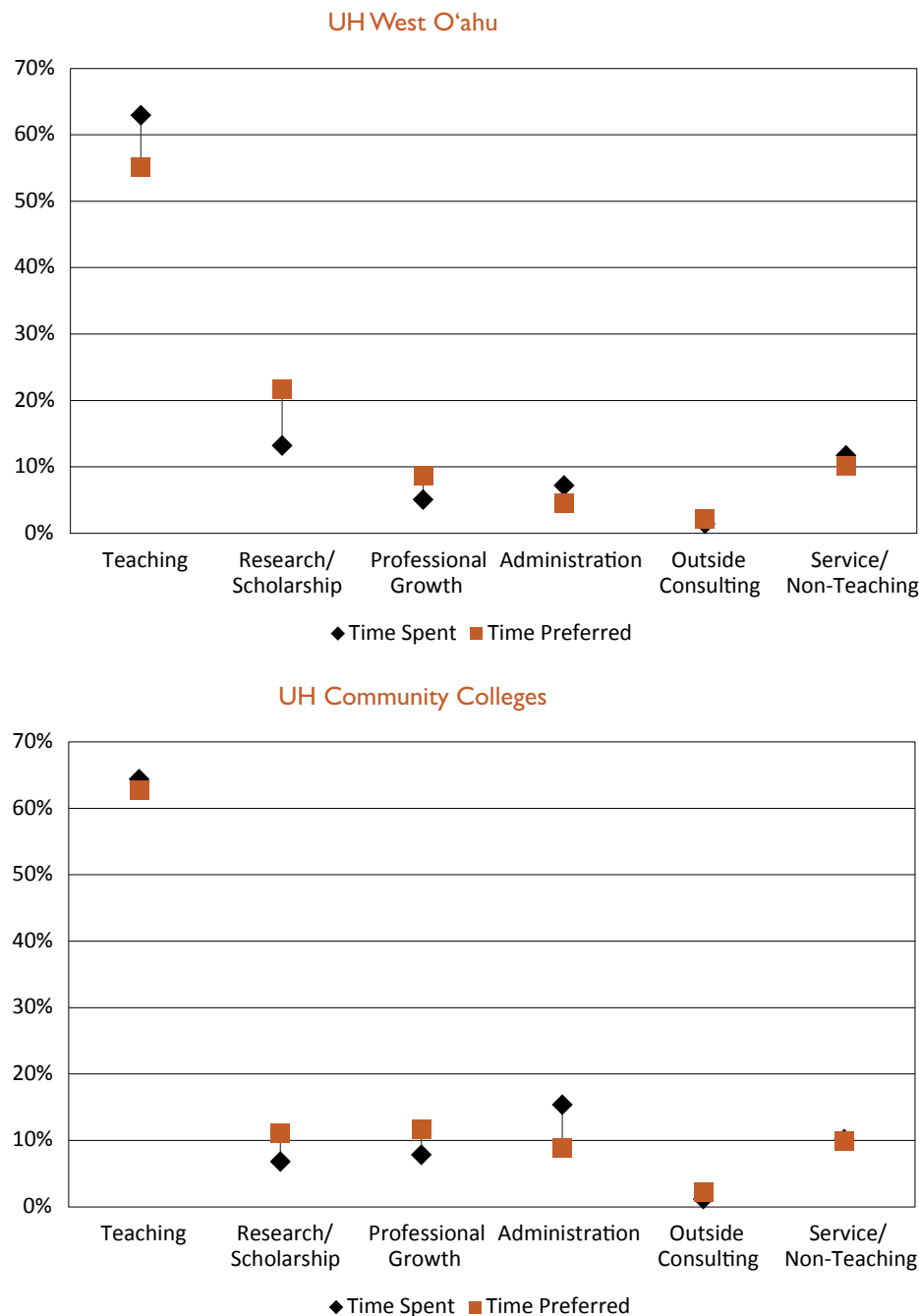


Figure 2. Functional Faculty Allocation of Time (continued)



The time spent by instructional faculty in teaching activities varies by institutional type; that is, at Mānoa faculty report they spend 46 percent of their time on teaching activities while Hilo faculty report 59 percent. West O'ahu faculty report 63 percent and Community College faculty report 64 percent. When asked how much time they *prefer* to spend on teaching activities, faculty at all institutions indicated they would prefer to spend less time. The differences range from a high of 10 percentage points (Hilo) to a low of two percentage points (Community Colleges). Instructional faculty at Mānoa spend about 24 percent of their time on research and scholarly activities and would prefer to increase that amount by 13 percentage points. Hilo and West O'ahu faculty spend 18 and 13 percent on research and scholarly activities and would like to increase that by 12 and nine percentage points, respectively. Community College faculty members spend about seven percent in such activities and would prefer to allocate another four percentage points.

Instructional faculty within all units report spending from four to eight percent of their time on professional growth, and all indicate they would like to spend slightly more. The opposite is true for administrative activities. Across the campuses faculty report spending seven to 18 percent of their time on administrative activities and would prefer to spend five to nine percent. Less than two percent of instructional faculty time is spent on outside consulting or freelance work; however, faculty from all campuses would prefer to spend slightly more. Finally, instructional faculty from all four major units spend between nine 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 slightly less time on such activities.

What is the Current Level of Satisfaction of Faculty?

Faculty members were asked to assess their current level of satisfaction with respect to their worklife at the University of Hawai'i on a scale of 1 to 10 with "1" indicating low satisfaction and "10" indicating high satisfaction with a midpoint of 5.5. Table 5 displays the overall mean of faculty satisfaction for all campuses (6.10) followed by individual campus means. With the exception of UH West O'ahu, 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

	2014 Mean
OVERALL	6.10
UH Mānoa	5.88
UH Hilo	5.95
UH West O'ahu	5.25
UH Community Colleges	6.47
Hawai'i Community College	5.71
Honolulu Community College	6.92
Kapi'olani Community College	6.38
Kaua'i Community College	5.81
Leeward Community College	6.59
Maui Community College	6.90
Windward Community College	7.09

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

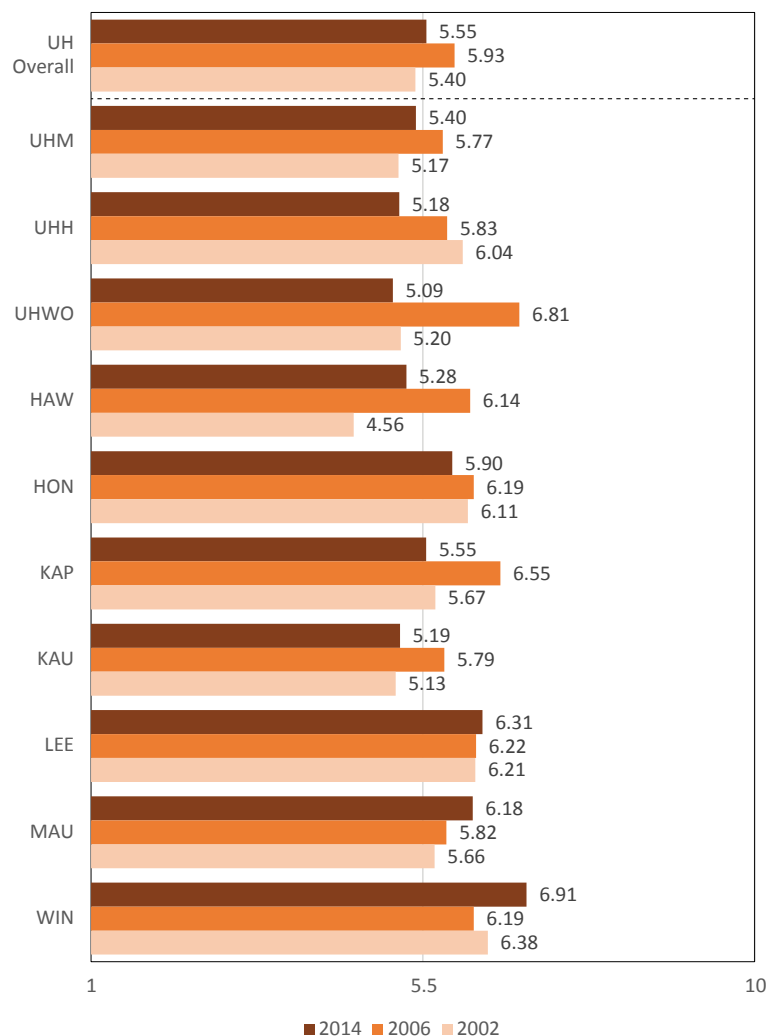
Appendix S provides further detail on overall satisfaction by locus of appointment for the major campus units. Appendix U provides the means and standard deviations for faculty members on overall satisfaction by faculty classification, academic rank, appointment period, gender, and race/ethnicity, and campus. Faculty satisfaction exceeds the 5.5 midpoint on all of the demographics. Researchers have the lowest satisfaction (mean of 5.70) while county agents and those in the "other" category have the highest satisfaction (7.22 and 6.91, respectively). By rank, lecturers have the highest satisfaction (mean of 6.79), followed by instructors (6.23), full professors (6.13), assistant professors (5.95), and associate professors (5.60). Faculty members with 11-month appointment periods indicate a higher level of satisfaction (6.37) than those with 9-month appointments (5.88). Male (6.15) and female (6.11) faculty members report similar levels of satisfaction. Finally, minorities (6.39) indicated a slightly higher satisfaction level than non-minorities (5.99).

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 5.55 which is just above the midpoint of 5.5, higher than the mean reported in 2002 (5.40), but lower than 2006 (5.93). Figure 3 displays the overall mean and the means for the ten campuses. Data is also provided from the 2002 and 2006 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 2014, the means vary across the campuses, ranging from 0.41 below the midpoint (West O’ahu) to 1.41 above the midpoint (Windward).

Figure 3. Current Faculty Morale by Campus



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

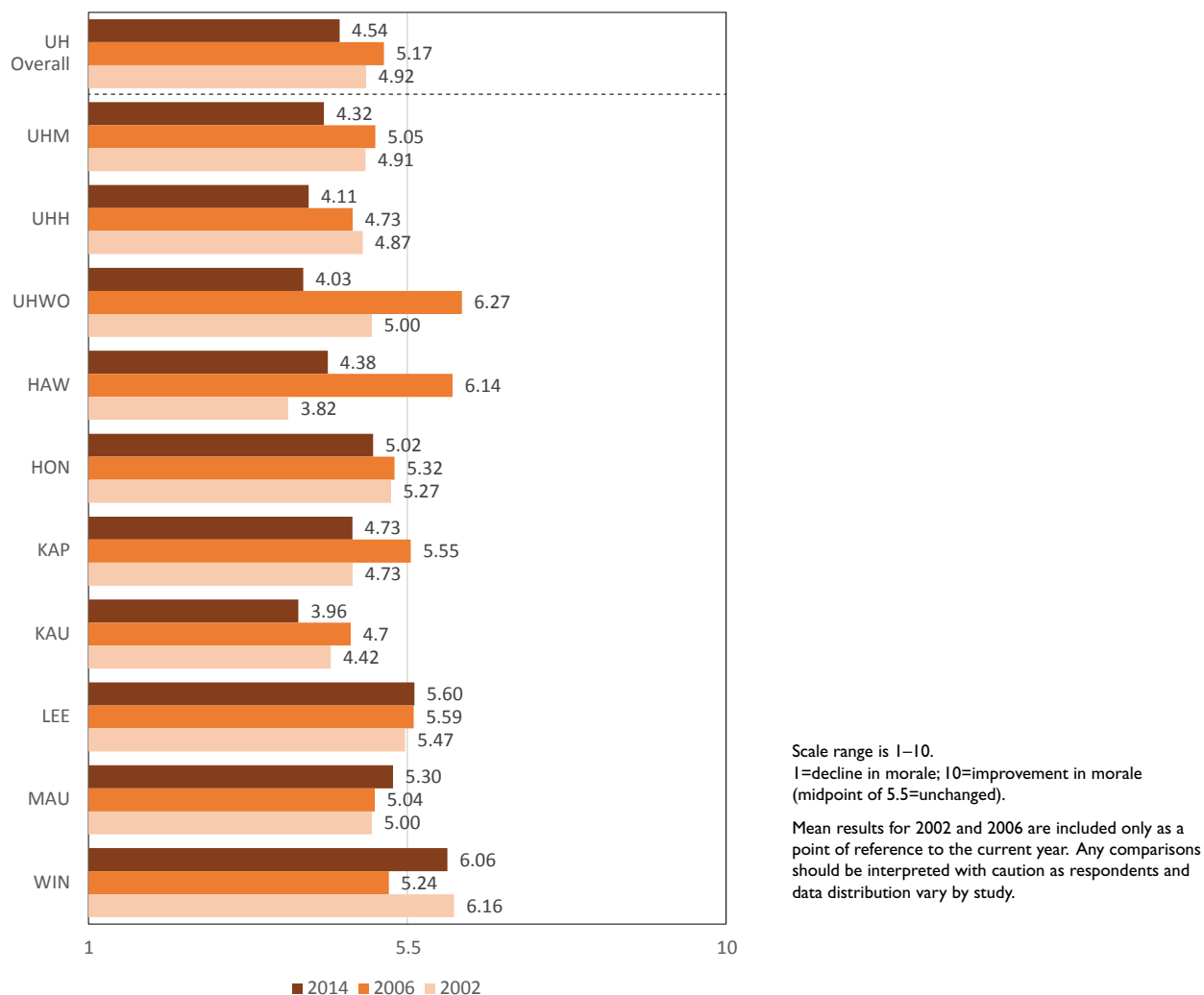
Mean results for 2002 and 2006 are included only as a point of reference to the current year. Any comparisons should be interpreted with caution as respondents and data distribution vary by study.

Appendix S provides further detail on overall morale by locus of appointment for the campus units. Appendix V provides the means and standard deviations for faculty members on overall morale by faculty classification, academic rank, appointment period, gender, and race/ethnicity and by campus. Current faculty morale appears to meet or exceed the 5.5 midpoint for five of the eight faculty classifications. Lecturers and specialists have the highest morale (means of 6.33 and 6.05, respectively), while librarians and those in the “multiple classification” category have the lowest morale (means of 5.00 and 5.30, respectively). When considering academic rank, lecturers have the highest morale (mean of 6.33) followed by instructors (5.82), full professors (5.37), assistant professors (5.36), and associate professors (5.14). Faculty members with 11-month appointment periods indicate a higher morale (5.81) than those with 9-month appointments (5.33). There is almost no difference in morale between males (5.57) and females (5.58). Minority faculty report a slightly higher morale (5.74) than non-minority faculty (5.51).

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 (2006) 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



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

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

Appendix S provides further detail on faculty perception of morale change by locus of appointment. Appendix W provides the means and standard deviations for faculty members on overall morale change by classification, academic rank, appointment period, gender, and race/ethnicity. Among faculty classifications, lecturers perceive almost no change in morale (mean of 5.57), while all other faculty classifications perceived a decline in morale. The largest declines in morale were perceived by librarians and instructional faculty (3.86 and 4.32, respectively). Within academic rank, lecturers show almost no change in morale (5.57), while associate professors show the largest decline (4.13). Nine-month appointees perceived a larger decline in morale (4.34) than 11-month appointees (4.79). Slight differences exist gender (means of 4.54 for males, 4.56 for females) and minority/non-minority faculty (means of 4.75 and 4.51, respectively).

Appendix T references Mānoa's change in morale over time since 1985. In all instances, faculty perceived a decline in morale (means less than 5.5). The level of decline, however, has fluctuated, with the largest decline in 1998 (mean of 3.6) and the lowest decline in 2006 (mean of 5.1). Mānoa's means increased from the mid-1980's through 1990 (4.7) before declining throughout the 1990's (3.6 in 1998). In 2002 (4.9) and 2006 (5.1), the means show an increase before declining again in 2014 (4.3).

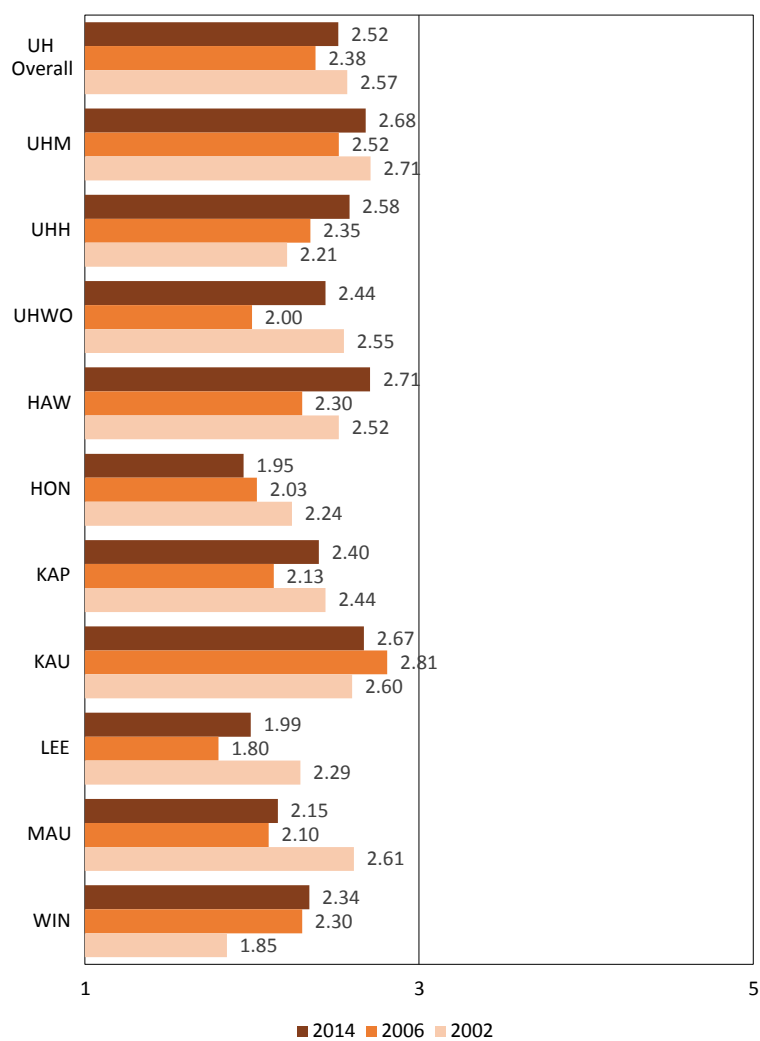
How Likely are Faculty to Leave Their Position or Their Institution?

Faculty members were asked how likely they were to leave their current position or their current institution within the next two years (for any reason). Responses to the two questions were combined into one construct representing faculty members' likelihood to leave ($\alpha = .92$). 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."

Overall, the likelihood of faculty to leave is 2.52 which is lower than the 3.00 midpoint, but slightly higher than the mean in 2006 (2.38). Figure 5 displays the overall mean and the means of the ten campuses. Data from the 2006 and 2002 reports are also provided. In 2014, all campuses were below the 3.00 midpoint, with means ranging from 1.95 to 2.71. 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 S provides further detail on the likelihood of faculty leaving by locus of appointment and campus units. Appendix X provides the means and standard deviations for faculty members on their likelihood to leave by faculty classification, academic rank, appointment period, gender, and race/ethnicity. When looking at faculty by classification, those in the "multiple classification" category report the highest likelihood of leaving (mean of 2.95), while county agents report the lowest likelihood (mean of 1.78). There are nominal differences in likelihood to leave by academic rank (ranging from 2.39 for full professors to 2.59 for instructors), appointment period (2.48 for 11-month to 2.53 for 9-month), gender (2.45 for females to 2.59 for males), and race/ethnicity (2.42 for minorities to 2.55 for non-minorities). None of the means within each category scored above the midpoint.

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 for 2002 and 2006 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.

Faculty Comments

Respondents were encouraged to provide comments which resulted in 295 submissions. The comments were analyzed to identify themes. In some cases, responses containing multiple themes were coded individually, bringing the total number of comments to 522. The major themes (highest percent of comments) included: leadership (15%), feeling valued & supported (10%), financial issues (9%), workload (7%), satisfaction/morale (6%), and institutional support (6%).

The following are samples of comments:

Leadership

- [I]t all boils down to needing really, well-trained, highly skilled, motivating leadership. Our college is lacking this. We need admin who are visionaries, who are going to problem-solve in a real and meaningful way, and not just be puppets of a system that seems to be pushing in all the wrong directions.
- [I]mprovements need to be made with regard to how faculty are treated. Faculty can often become disengaged and disconnected from their departments/units when a Chair runs the department in a non-inclusive fashion.
- How disappointing to feel so betrayed by the institution to which I have dedicated my life and career. During that time it has deteriorated from a small, faculty, student friendly campus to an administration-heavy, system-dominated, faceless institution. The intent towards being here for the student still exists, but the system has become so large and federalistic that individual campus identity is lost in the glow of the bigger system. There was a time when I was proud to say that I worked for UH. No more.
- For me, this survey was difficult because my immediate work team and experience on my team directly is wonderful and fulfilling. My experience as part of my larger organization and [my campus] as a whole is very different- having experienced poor leadership, tons of red tape, political relationships/ bickering, divisiveness between departments and faculty members behaving unprofessionally. In my opinion, there are pockets of people doing great work and working hard, but the system as a whole is very outdated and full of political maneuvering.
- I think the challenge we all face is uniting our energies to best support our students. For this to happen, effective leadership is essential, as, without that, our efforts lack focus and may even be counterproductive. I regret the lack of leadership at my campus.
- Administration would benefit from getting to know students more deeply, their personal realities, skill levels, family lives, work schedules, getting to know the people we teach, up close and personal, as some of we faculty do. Everything contemplated must be in terms of the real-life students we teach, and sometimes there is a gap between the administrators' images of [the campus's] students and the actual students we find in our classroom. All administrators would benefit from an immersion in student realities, and therefore faculty realities.
- During the last few years the joy of this work place has suffered - administration is chaotic, unfocused, and far too demanding in negative ways—they pretend to listen, but there is no evidence of it in the outcomes. It is so unfortunate as this used to be a great place for students and faculty/staff, but given the current climate it must be negatively affecting the students too.
- Unfortunately, our Chancellor does not receive the praise that [s/he] deserves from the University Administration. [S/He] has directed the growth and development of our campus community to exceptional levels of excellence. [His/Her] focus on student success and achievement, and encouragement of faculty participation and development is also exceptional.
- Good leadership at the college level is important. If the dean supports faculty teaching and research then more overall productivity can be seen. If a hostile environment is created out of lack of transparency and distrust, then faculty will eventually be demoralized and productivity will decline.

Feeling valued & supported

- I enjoy teaching my courses at UH. The administration makes every effort to give me the best possible schedule to help me succeed. I am given a lot of autonomy, my students at [my campus] are well-prepared for the classes and I am in a good position to help them improve in the subject area. However, as a Lecturer, I have very little loyalty to the school and the position is degrading. If I were to get a better offer the day before school started, I would have no compunction about taking it and I think, on some level my Department Chair(s) would be sympathetic. The lack of belonging and the lack of financial security for Lecturers is something the school should seriously consider if it hopes to create [sic] a better community.
- I love my students & colleagues, and I love [my campus], but I can't take care of my family. The lecturer salary, even at a full-time load, is not adequate to support a family of any size. If I become ill for even one week during the semester, my pay is cut accordingly, and I become eligible for Quest & welfare payments. I know, because for the first time in my life, I had to do that this past month.
- I appreciate the effort to assess the quality of worklife here, but our requests have not changed in the last 18 years: provide better salaries, provide more long-term faculty housing to compensate for low salaries, provide more childcare to make it possible for families to work and live here; support research by providing more fiscal support, and listen to the faculty. We work with administrators; we work with legislators; we do service and we serve the community. Yet no one seems to listen to us. Please please PLEASE listen to us: we are your lifeblood, and [my campus] hemorrhages faculty every year because it does not work on these issues.
- I work within a unit that is well known [sic] within the university for bringing in millions of dollars annually, yet we are undervalued, overworked, and underappreciated, especially within the university environment outside our unit. I am looking forward to being away from UH and getting my life back.
- I like my job. I chose it. I have provided a great deal of support to this University for more than [#] years. I do not like being a second class non-tenured citizen despite the considerable academic success of my own work and that of my students. It would seem reasonable that some sort of path from non-tenured to tenured faculty be provided.
- A huge impediment to my work (and with others I normally discuss this kind of thing with) is the incredibly burdensome and illogical university bureaucracy. While I completely understand the need to be accountable for public funds, the time it takes to process paperwork—from procurement to travel to maintenance—is incredibly cumbersome. For example, I do not understand why we have to do forms online and then in hardcopy. Or why procurement and hiring are not streamlined processes. Or why we could not have our light bulb changed in four years (it's still out) or why it took two years to get keys for my office. Or why our tenure and promotion dossiers need to be in hardcopy and copied eight times—what a waste when other universities have been doing it electronically for years.
- It is high time to democratize the university, bring faculty into genuine decision-making, devote more resources to undergrads and less to paying administrators huge salaries.
- I have been on the faculty for [#] yrs as non-tenure track soft money, currently assoc level, never been paid by this institution, despite over 3 dozen peer-reviewed publications, dozens of presentations at scientific conferences all with my UH address, currently [sic] serving on [#] graduate committees, advising and mentoring dozens of undergraduates, constantly engaging [sic] public in terms of elementary, high school, and other college classes visiting, interning, lecturing. My chair says there are no tenure-track slots available for my position/department.
- We have a core group of dedicated faculty who care about the students and the mission of our university/campus. In return, we ask for a reasonable level of support, fairness, and accountability, all of which seem in rare supply on our campus.

- Mentoring for new faculty really needs to improve, and needs to be provided from the very beginning. There is very little support provided, and that is very disheartening.
- There should be an online “Suggestion Box” that faculty/staff could make suggestions to the UH Admin/BOR/System that might help to make things more efficient and/or cost effective. Then the appropriate UH Admin/BOR/System could take those suggestions under advisement and later follow-up on web site if they were considered or not and/or implemented.

Financial issues

- Faculty are sent to meetings and asked to front the expenses, because there is not a business office process in place to handle short time frames. Reimbursement may come 9 months later. I thought higher education was about problem solving.
- Faculty housing needs to be immediately accessible for all faculty, unless the university plans to raise salaries by 25-40% some time soon. I never could have imagined what a substandard experience I would have at UH, or that I might have done well to negotiate about having my own office before coming here.
- I am a lecturer with only a semester-by-semester “contract” that can be broken at the university’s whim by cancelling my classes with almost zero notice. This means essentially zero job security for me. The UHCC system needs to move away from its current heavy reliance on hiring lecturers piecemeal and offer some real contracts. The collective bargaining agreement already outlines a system where lecturers who have a certain amount of experience are to be transitioned to 3-year contracts, and the administration should be doing this but isn’t. The administration needs to pay faculty a fair wage and offer fair contracts to lecturers, instead of spending so much on high-paid administrative positions at the system level that are of little value to the students.
- First and foremost, the overall compensation/benefits package is not commensurate with the local cost of living. As an example, I was very disappointed

to learn of a canceled program to guarantee loans for faculty, that would have made the difference for me being able to afford a home—small benefits like that seem low cost in comparison to their increase in quality of life for faculty. I’m also surprised by how little this institution encourages pride in the institution amongst the faculty.

- The most difficult part of my work is the constant worry about housing. I have [#] children, and it is difficult to raise them here. Everything else is fine—the work is great, and we are making great progress. But housing may be a deal breaker for me.

Workload

- With e-mail and internet based programs, faculty are supporting students around the clock, 7 days a week. This is a drastic change in working conditions (way beyond the traditional paper grading that took place at night and on weekends). The work day/work week never ends. Compensation has not kept pace with the increased work load.
- I cannot emphasize enough how teaching load needs to be made conformable with international standards. There should never be a 3 in a university professor’s teaching load, especially when said professor receives a low salary and gets nickel and dimed for parking etc. on top of that. You cannot expect professors teaching 3-3 or even 3-2 to perform as researchers. A professor should always have his/her own office without exception.
- It is unfair and dishonest when admin tries to equate faculty effectiveness with the number of students who pass our classes. We cannot control dropouts or those who simply don’t want to do study, write, etc.
- Way too much expectation at the CC level for non-teaching responsibilities. CC should be a teaching focused job. Our tenure and contract renewal should be focused on how well we are teaching and on student evaluations. Not on all these different levels of service (College, Dept, Discipline, community, professional, etc) that take away from my teaching priority.

Satisfaction/morale

- Honor to work at UH. Much support from department and college and colleagues. UH's administrative systems, such as financial, and grant management and submission, are challenging to learn and navigate and unnecessarily bureaucratic and duplicative. People, students other faculty and support staff are wonderful.
- Access to resources (financial and library) is by far the biggest issue that I face here at UH. Socially and intellectually, I love my job, but not being able to conduct the research my job requires because of a lack of institutional support (e.g., internal grants to support data collection;, encountering barriers and resistance to using my own start up funds to collect data—note that this is money I *already* have; the library consistently not having access to journals that are central to my work) is something I consider to be a serious problem, and may ultimately cause me to seek employment elsewhere if I can't find a way to resolve it. Other than that, I love being here.
- I am very satisfied with my experience at UH thus far. I look forward to continuing to grow and develop in my field.

Institutional support

- I have brought many grants into this institution and would be motivated to bring in more if there was more help with processing the budgetary aspects of the grant. This is so cumbersome and there is not enough help here to make it even close to efficient. I spend way too much time doing this type of work instead of what I am good at and trained for.
- The single biggest drag is the enormous amount of paperwork to try to do anything—signed in triplicate. It is almost impossible to host a professional conference and many of my faculty have trouble actually using the money they have brought in via grants and/or consulting projects. Now that our budgets are swept and we cannot carry forward money to plan for larger events (such as conferences, guest speakers, etc) there is even less reason to invest the energy into doing innovative programming that brings international recognition to the college. Instead we look bad when it is

months before reimbursements occur, the wrong paperwork is filed, or we seek to pay people using grant money but are told we cannot use our own funds. In one case, one of our faculty was informed she couldn't buy clip boards to use when administering a survey in the field from her grant because evidently the category of "supplies" gets to be interpreted by the fiscal officer. I can provide lots of specific examples but given everything is a fight it is simply exhausting to try to do anything innovative. It is much better to just try to stay afloat.

- Increased support for extramural grant applications (development, application, administration) is an important way [my campus] could support faculty.

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

Campus and Locus of Appointment	Number of Respondents	Percent of Respondents
UH Mānoa	669	100.0
College of Arts & Sciences		
Arts & Humanities	48	7.2
Lang, Ling, & Lit	76	11.4
Natural Sciences	56	8.4
Social Sciences	69	10.3
Shidler College of Business	10	1.5
College of Education	58	8.7
College of Engineering	14	2.1
College of Tropical Ag & HR	57	8.5
School of Architecture	4	0.6
Hawaiʻinuiākea School of Hawaiian Knowledge	9	1.3
William S. Richardson School of Law	10	1.5
John A. Burns School of Medicine	88	13.2
School of Nursing and Dental Hygiene	27	4.0
School of Ocean & Earth Science and Tech	51	7.6
School of Pacific & Asian Studies	10	1.5
Myron B. Thompson School of Social Work	5	0.7
School of Travel Industry Management	4	0.6
Outreach College	4	0.6
Library Services	21	3.1
Academic Affairs/Services/Support	15	2.2
Student Affairs/Services/Support	13	1.9
Other	20	3.0

Campus and Locus of Appointment	Number of Respondents	Percent of Respondents
UH Hilo	84	100.0
College of Agriculture, Forestry, & Natural Res Mgmt	5	6.0
College of Arts & Sciences		
Arts & Humanities	10	11.9
Natural Sciences	17	20.2
School of Nursing	1	1.2
Social Sciences	23	27.4
College of Business and Economics	4	4.8
Ka Haka ʻUla O Keʻelikōlani	2	2.4
College of Pharmacy	7	8.3
Academic Affairs/Services/Support	1	1.2
Student Affairs/Services/Support	8	9.5
Other	6	7.1
UH West Oʻahu	34	100.0
Education	6	17.6
Humanities	8	23.5
Natural Sciences	1	2.9
Professional Studies	8	23.5
Social Sciences	3	8.8
General	2	5.9
Academic Affairs/Services/Support	2	5.9
Student Affairs/Services/Support	0	0.0
Other	4	11.8
UH Community Colleges	463	100.0
Hawaiian Studies	11	2.4
Liberal Arts	108	23.3
Natural Sciences	61	13.2
Social Sciences	28	6.0
Teaching	28	6.0
Business Education	33	7.1
Food Services	15	3.2
Health Services	43	9.3
Public Services	2	0.4
Technology	32	6.9
Academic Affairs/Services/Support	34	7.3
Student Affairs/Services/Support	46	9.9
Other	22	4.8

Appendix B. Quality of Faculty Worklife Statements for Total Faculty Respondents: 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													
My undergraduate teaching load is appropriate.	929	3.49 (1.24)	3.66 (1.18)	3.35 (1.27)	3.75 (1.16)	3.31 (1.29)	3.40 (1.36)	3.35 (1.25)	3.13 (1.30)	3.60 (1.03)	3.12 (1.44)	3.47 (1.23)	3.33 (1.20)
My graduate teaching load is appropriate.	489	3.77 (1.06)	3.78 (1.07)	3.63 (.76)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Committee load is evenly distributed in my unit.	1,169	2.87 (1.23)	2.91 (1.24)	2.79 (1.29)	2.71 (1.35)	2.82 (1.20)	2.65 (1.06)	2.92 (1.22)	2.94 (1.19)	2.82 (1.13)	2.65 (1.22)	2.77 (1.27)	3.13 (1.22)
Advising load is evenly distributed in my unit.	948	3.00 (1.20)	2.93 (1.24)	3.03 (1.22)	3.03 (1.27)	3.09 (1.15)	3.02 (1.17)	2.90 (1.08)	3.12 (1.21)	3.25 (1.03)	2.84 (1.11)	3.26 (1.09)	3.20 (1.26)
Service to my campus is rewarding for me.	1,286	3.74 (1.12)	3.63 (1.07)	3.55 (1.31)	3.65 (1.41)	3.92 (1.10)	3.78 (1.20)	3.85 (1.10)	3.76 (1.13)	3.98 (1.07)	3.70 (1.26)	4.16 (.94)	4.21 (.82)
Service to the community is rewarding for me.	1,275	4.30 (.83)	4.24 (.88)	4.35 (.78)	4.13 (1.01)	4.38 (.74)	4.28 (.77)	4.38 (.83)	4.44 (.71)	4.38 (.60)	4.24 (.86)	4.43 (.70)	4.41 (.76)
Consulting opportunities are available to me.	1,041	3.04 (1.21)	3.07 (1.22)	2.98 (1.08)	2.96 (1.35)	3.01 (1.22)	2.89 (1.16)	2.78 (1.21)	3.10 (1.24)	2.89 (1.28)	2.55 (1.18)	3.13 (1.10)	3.61 (1.23)
Support for my professional travel is adequate.	1,239	2.52 (1.30)	2.54 (1.28)	2.27 (1.17)	1.59 (.95)	2.62 (1.35)	2.49 (1.36)	2.46 (1.34)	2.34 (1.32)	3.15 (1.26)	2.82 (1.37)	2.02 (1.12)	3.45 (1.18)
Graduate assistant support is available to me.	748	2.32 (1.33)	2.46 (1.33)	1.98 (1.16)	1.43 (1.13)	1.85 (1.22)	1.83 (1.19)	1.44 (.73)	1.91 (1.36)	1.91 (1.45)	1.47 (.92)	1.76 (1.13)	3.00 (1.10)
I have sufficient clerical support.	1,259	2.84 (1.41)	2.83 (1.39)	2.32 (1.34)	2.19 (1.40)	3.00 (1.43)	3.08 (1.47)	2.66 (1.34)	2.90 (1.52)	3.41 (1.25)	3.51 (1.23)	2.45 (1.36)	3.04 (1.37)
Institutional funds for research/scholarship are accessible.	1,082	2.43 (1.17)	2.36 (1.17)	2.78 (1.14)	1.72 (1.02)	2.56 (1.16)	2.52 (1.11)	2.53 (1.28)	2.33 (1.14)	2.92 (.94)	2.72 (1.13)	2.00 (1.16)	3.37 (1.01)
Access to extramural research funds for research/training is well-supported.	1,019	2.52 (1.17)	2.52 (1.19)	2.81 (1.05)	1.81 (.93)	2.51 (1.14)	2.32 (1.02)	2.47 (1.19)	2.45 (1.19)	2.57 (.88)	2.67 (1.20)	2.23 (1.21)	3.36 (1.09)
Opportunities for professional development are supported.	1,297	3.06 (1.27)	2.95 (1.26)	2.81 (1.09)	2.32 (1.32)	3.28 (1.27)	2.97 (1.25)	3.38 (1.34)	3.13 (1.31)	3.38 (1.09)	3.68 (1.23)	2.71 (1.21)	4.06 (1.00)
My physical work environment is pleasant.	1,310	3.35 (1.30)	3.18 (1.34)	3.58 (1.13)	4.45 (.67)	3.48 (1.25)	3.17 (1.43)	3.36 (1.20)	3.68 (1.15)	3.13 (1.35)	3.33 (1.26)	3.68 (1.18)	3.97 (.95)
I feel safe from violence (physical and/or emotional) in my work setting.	1,300	3.78 (1.22)	3.84 (1.22)	3.86 (1.13)	3.67 (1.36)	3.72 (1.21)	3.57 (1.38)	3.75 (1.12)	3.71 (1.11)	3.42 (1.43)	3.79 (1.18)	3.84 (1.22)	4.21 (.86)
I feel free to stand up/speak out against prejudice, discrimination, racism, homophobia, etc.	1,294	3.66 (1.26)	3.71 (1.26)	3.52 (1.23)	3.58 (1.37)	3.61 (1.26)	3.10 (1.35)	3.78 (1.11)	3.60 (1.21)	3.24 (1.39)	3.72 (1.29)	3.88 (1.19)	4.18 (1.01)
My access to parking is adequate.	1,227	3.59 (1.29)	3.27 (1.37)	3.48 (1.19)	4.38 (.94)	3.96 (1.10)	3.39 (1.37)	3.93 (1.06)	3.80 (1.08)	4.09 (.94)	4.36 (.91)	4.06 (1.10)	4.19 (.75)
The reputation of UH is an asset to me.	1,301	3.40 (1.14)	3.23 (1.16)	3.07 (1.20)	3.30 (1.38)	3.72 (1.03)	3.71 (1.13)	3.72 (.99)	3.51 (1.16)	3.83 (.85)	3.59 (1.01)	4.01 (.86)	3.70 (.98)

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

Appendix B. Quality of Faculty Worklife Statements for Total Faculty Respondents: 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)
Reward/Evaluation System													
My campus rewards teaching.	1,210	3.13 (1.19)	2.96 (1.16)	2.98 (1.18)	3.50 (1.24)	3.34 (1.20)	3.00 (1.19)	3.42 (1.18)	3.36 (1.15)	3.12 (1.10)	3.43 (1.36)	3.34 (1.19)	3.86 (1.04)
My campus rewards research/scholarship.	1,124	3.26 (1.23)	3.56 (1.21)	3.29 (1.23)	2.81 (1.33)	2.80 (1.12)	2.48 (1.15)	2.82 (1.02)	2.94 (1.12)	2.71 (.93)	2.56 (1.13)	2.65 (1.12)	3.42 (1.02)
My campus rewards service.	1,272	2.93 (1.18)	2.70 (1.13)	2.87 (1.15)	2.97 (1.14)	3.26 (1.17)	3.06 (1.21)	3.18 (1.16)	3.27 (1.17)	3.06 (1.09)	3.36 (1.25)	3.13 (1.12)	3.85 (.94)
I am provided appropriate feedback at contract renewal time.	975	3.26 (1.17)	3.23 (1.11)	3.21 (1.10)	2.43 (1.31)	3.36 (1.22)	2.92 (1.25)	3.40 (1.19)	3.19 (1.20)	3.31 (1.17)	3.61 (1.22)	3.55 (1.26)	3.60 (1.08)
The process for tenure is fair.	1,114	3.23 (1.14)	3.32 (1.12)	3.21 (1.03)	3.04 (1.26)	3.16 (1.16)	2.63 (1.27)	3.41 (1.00)	3.03 (1.12)	2.94 (1.20)	3.37 (1.18)	3.25 (1.14)	3.52 (1.09)
The process for promotion is fair.	1,150	3.15 (1.17)	3.23 (1.16)	3.08 (1.14)	3.03 (1.24)	3.08 (1.18)	2.61 (1.29)	3.37 (1.03)	2.88 (1.16)	2.83 (1.10)	3.33 (1.22)	3.18 (1.16)	3.42 (1.06)
Post tenure review is useful.	862	2.89 (1.21)	2.91 (1.18)	2.62 (1.21)	2.56 (1.34)	2.92 (1.26)	2.88 (1.36)	2.81 (1.37)	2.90 (1.26)	2.83 (1.22)	2.77 (1.42)	3.14 (1.05)	3.14 (1.13)
Collegial Relations													
I have good relations with my chair.	1,239	4.04 (1.14)	4.00 (1.13)	3.81 (1.29)	3.79 (1.54)	4.14 (1.12)	4.05 (1.05)	4.21 (1.04)	4.24 (1.02)	3.65 (1.33)	4.01 (1.26)	4.16 (1.21)	4.52 (.63)
I receive support for my career from my chair.	1,220	3.69 (1.29)	3.63 (1.29)	3.42 (1.32)	3.61 (1.52)	3.83 (1.28)	3.63 (1.23)	3.89 (1.23)	3.93 (1.24)	3.44 (1.31)	3.73 (1.40)	3.85 (1.39)	4.21 (1.01)
My social fit with my department/unit is good.	1,297	3.88 (1.07)	3.79 (1.10)	3.86 (1.00)	3.64 (1.22)	4.03 (1.03)	4.00 (1.02)	4.08 (1.14)	4.09 (1.00)	3.57 (1.08)	4.07 (1.03)	4.08 (1.00)	4.24 (.97)
My intellectual fit with my department/unit is good.	1,296	3.88 (1.09)	3.80 (1.10)	3.76 (1.07)	3.15 (1.48)	4.07 (1.01)	4.01 (1.03)	4.18 (1.07)	4.04 (1.03)	3.71 (1.00)	4.03 (1.07)	4.12 (.98)	4.42 (.79)
Relations within my department/unit are collegial.	1,302	3.76 (1.18)	3.68 (1.21)	3.70 (1.14)	3.31 (1.49)	3.91 (1.12)	3.87 (1.08)	4.19 (.97)	3.87 (1.06)	3.35 (1.35)	3.93 (1.13)	4.07 (1.11)	4.00 (1.12)
Relations among faculty on my campus are collegial.	1,298	3.70 (.99)	3.72 (.89)	3.60 (.89)	3.00 (1.18)	3.76 (1.07)	3.36 (1.39)	3.61 (1.13)	3.68 (.99)	3.59 (1.06)	3.92 (.99)	4.19 (.72)	4.03 (.86)
Students													
Undergraduate students are enthusiastic.	1,145	3.49 (1.00)	3.40 (1.04)	3.46 (.94)	3.88 (1.23)	3.60 (.91)	3.71 (.85)	3.39 (.85)	3.68 (.86)	3.78 (.81)	3.40 (.97)	3.56 (1.02)	3.74 (.68)
Graduate students are enthusiastic.	633	4.03 (.81)	4.03 (.82)	4.18 (.50)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Undergraduate students are prepared for my classes.	979	2.67 (1.05)	2.71 (1.00)	2.56 (1.12)	2.65 (1.15)	2.67 (1.07)	2.76 (1.13)	2.51 (1.04)	2.68 (1.06)	2.88 (1.02)	2.35 (1.04)	2.82 (1.03)	2.46 (.78)
Graduate students are prepared for my classes.	515	3.59 (.95)	3.60 (.95)	3.55 (.93)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
My campus supports undergraduates.	1,181	3.71 (.99)	3.39 (.99)	3.60 (.85)	3.38 (1.35)	4.11 (.83)	3.84 (.98)	4.00 (.89)	4.11 (.76)	4.08 (.78)	4.21 (.90)	4.13 (.80)	4.53 (.51)
My campus supports graduate students.	679	3.27 (1.08)	3.28 (1.10)	3.18 (.95)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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

Appendix B. Quality of Faculty Worklife Statements for Total Faculty Respondents: 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)
Faculty Governance													
Faculty input at the department level is adequate for:													
academic decisions	1,251	3.61 (1.13)	3.63 (1.14)	3.33 (1.25)	3.31 (1.28)	3.63 (1.10)	3.49 (1.19)	3.75 (1.06)	3.50 (1.17)	3.55 (1.14)	3.49 (1.09)	3.86 (1.04)	4.06 (.73)
budget decisions	1,235	2.95 (1.22)	2.86 (1.23)	2.87 (1.32)	2.38 (1.31)	3.11 (1.17)	2.85 (1.10)	3.44 (1.19)	2.94 (1.19)	3.10 (1.17)	3.10 (1.13)	2.78 (1.17)	3.75 (.98)
personnel decisions	1,243	3.32 (1.19)	3.40 (1.21)	3.00 (1.22)	3.03 (1.40)	3.29 (1.13)	3.09 (1.09)	3.65 (.92)	3.16 (1.21)	3.04 (1.15)	3.54 (1.10)	3.14 (1.13)	3.52 (1.18)
Faculty input at the college/unit level is adequate for:													
academic decisions	1,222	3.08 (1.16)	2.95 (1.18)	2.97 (1.16)	2.90 (1.33)	3.27 (1.12)	3.22 (1.11)	3.25 (1.16)	3.04 (1.22)	3.32 (1.06)	3.24 (1.10)	3.40 (1.01)	3.76 (.90)
budget decisions	1,218	2.48 (1.15)	2.35 (1.14)	2.23 (1.04)	2.10 (1.14)	2.73 (1.15)	2.61 (1.03)	3.08 (1.19)	2.37 (1.13)	2.85 (1.13)	2.74 (1.05)	2.38 (1.09)	3.50 (1.02)
personnel decisions	1,223	2.76 (1.16)	2.67 (1.16)	2.52 (1.08)	2.50 (1.27)	2.94 (1.15)	2.71 (1.14)	3.22 (1.04)	2.62 (1.21)	2.86 (1.08)	3.20 (1.04)	2.74 (1.09)	3.48 (1.15)
Faculty input at the university level is adequate for:													
academic decisions	1,131	2.82 (1.12)	2.76 (1.11)	2.63 (1.19)	2.59 (1.32)	2.97 (1.09)	2.69 (1.08)	2.94 (1.16)	2.80 (1.12)	3.02 (1.01)	3.02 (1.06)	2.98 (1.09)	3.45 (.87)
budget decisions	1,128	2.34 (1.08)	2.23 (1.05)	2.07 (1.03)	2.10 (1.14)	2.62 (1.08)	2.43 (.97)	2.96 (1.11)	2.39 (1.06)	2.76 (.92)	2.58 (1.08)	2.32 (1.16)	3.07 (1.05)
personnel decisions	1,123	2.60 (1.10)	2.55 (1.10)	2.51 (1.15)	2.28 (1.22)	2.74 (1.09)	2.50 (1.00)	2.96 (1.15)	2.59 (1.13)	2.68 (.96)	2.80 (1.09)	2.72 (1.10)	2.92 (1.09)
Protection of academic freedom is ensured.	1,249	3.39 (1.04)	3.38 (1.04)	3.41 (.95)	3.31 (1.40)	3.41 (1.05)	3.33 (1.19)	3.45 (1.14)	3.28 (1.04)	3.46 (1.00)	3.28 (1.06)	3.48 (.98)	3.73 (.83)
Personal Factors													
My housing is adequate for my needs.	1,137	3.50 (1.29)	3.29 (1.41)	4.06 (.90)	3.38 (1.35)	3.74 (1.06)	4.24 (.73)	3.59 (1.00)	3.55 (1.17)	3.39 (1.17)	3.65 (1.07)	3.97 (.90)	3.72 (1.13)
My standard of living is adequate.	1,275	3.24 (1.25)	3.10 (1.32)	3.49 (1.22)	2.87 (1.28)	3.40 (1.13)	3.67 (1.15)	3.33 (1.00)	3.25 (1.16)	3.06 (1.18)	3.40 (1.07)	3.55 (1.09)	3.53 (1.14)
I am satisfied with my current salary.	1,310	2.60 (1.25)	2.47 (1.27)	2.77 (1.26)	2.06 (1.22)	2.79 (1.20)	2.89 (1.23)	2.87 (1.09)	2.63 (1.14)	2.61 (1.22)	2.79 (1.28)	2.66 (1.20)	3.03 (1.24)
Fringe benefits meet my needs.	1,264	3.22 (1.18)	3.17 (1.22)	3.30 (1.16)	2.78 (1.31)	3.31 (1.12)	3.21 (1.26)	3.42 (.88)	3.28 (1.11)	3.06 (1.21)	3.30 (1.08)	3.18 (1.19)	3.61 (1.05)
Retirement benefits meet my expectations.	1,252	3.03 (1.12)	2.96 (1.16)	3.12 (1.17)	2.52 (1.31)	3.16 (1.05)	3.10 (1.24)	3.21 (.93)	3.12 (1.00)	3.17 (.97)	3.15 (1.04)	2.94 (1.13)	3.19 (.95)

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

Appendix B. Quality of Faculty Worklife Statements for Total Faculty Respondents: 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)
Support Services													
Library resources are adequate to support my work.	1,240	3.58 (1.09)	3.53 (1.10)	3.09 (1.14)	3.15 (1.42)	3.77 (1.02)	3.92 (.94)	4.04 (.67)	3.75 (1.05)	3.84 (.86)	3.75 (1.05)	3.17 (1.21)	4.10 (.88)
Research support services are sufficient.	1,013	2.94 (1.19)	2.85 (1.19)	2.55 (1.03)	2.50 (1.33)	3.27 (1.14)	3.28 (1.24)	3.29 (1.04)	3.14 (1.19)	3.40 (.93)	3.43 (1.15)	2.89 (1.16)	3.60 (1.10)
Instructional support services are adequate.	1,192	3.34 (1.12)	3.32 (1.08)	2.76 (1.15)	2.97 (1.19)	3.49 (1.12)	3.48 (1.21)	3.38 (1.12)	3.37 (1.17)	3.64 (.96)	3.93 (.96)	3.08 (1.22)	3.74 (.71)
Technological support services are adequate.	1,300	3.33 (1.19)	3.27 (1.18)	2.66 (1.17)	3.15 (1.44)	3.57 (1.13)	3.70 (1.05)	3.08 (1.18)	3.37 (1.17)	3.68 (1.09)	4.10 (.91)	3.21 (1.16)	4.18 (.58)
Facilities are repaired & maintained.	1,307	2.49 (1.27)	2.11 (1.20)	2.55 (1.04)	3.82 (1.19)	2.92 (1.20)	2.96 (1.27)	2.43 (1.10)	2.60 (1.14)	3.32 (1.12)	3.28 (1.08)	2.90 (1.27)	3.48 (1.03)
Computing facilities meet my needs.	1,262	3.26 (1.15)	3.18 (1.13)	2.98 (1.14)	3.12 (1.52)	3.44 (1.12)	3.45 (1.15)	3.00 (1.10)	3.27 (1.12)	3.57 (1.18)	3.71 (1.07)	3.31 (1.09)	4.26 (.51)
Worklife													
I feel appreciated for my work.	1,305	3.18 (1.30)	3.14 (1.29)	2.99 (1.28)	3.15 (1.39)	3.28 (1.32)	2.97 (1.38)	3.39 (1.35)	3.17 (1.30)	2.94 (1.27)	3.21 (1.32)	3.51 (1.19)	3.91 (.96)
I am enthusiastic about my work.	1,307	4.33 (.88)	4.33 (.90)	4.21 (.97)	4.33 (.85)	4.36 (.82)	4.33 (.81)	4.46 (.79)	4.26 (.97)	4.43 (.66)	4.42 (.65)	4.32 (.87)	4.28 (.96)
I am intellectually stimulated by my work.	1,306	4.29 (.87)	4.36 (.84)	4.29 (.82)	4.33 (.74)	4.22 (.92)	4.19 (.88)	4.21 (1.02)	4.15 (.95)	4.33 (.61)	4.10 (1.11)	4.32 (.84)	4.28 (.85)
I enjoy my faculty position.	1,301	4.16 (.97)	4.09 (1.01)	4.17 (.91)	4.00 (1.17)	4.27 (.90)	4.20 (1.02)	4.26 (.93)	4.20 (.99)	4.24 (.93)	4.28 (.76)	4.34 (.87)	4.29 (.78)
I share a common purpose with my colleagues.	1,303	3.80 (1.08)	3.66 (1.14)	3.79 (1.07)	3.36 (1.39)	4.03 (.93)	3.96 (.98)	4.02 (.92)	4.11 (.89)	3.61 (1.07)	4.10 (.80)	4.15 (.86)	4.06 (.98)
I have sufficient autonomy in my work.	1,300	4.17 (.96)	4.21 (.95)	4.11 (.89)	4.18 (.92)	4.16 (.98)	3.99 (1.20)	4.23 (.97)	4.04 (.99)	4.00 (.97)	4.21 (.97)	4.19 (.98)	4.47 (.62)
My work responsibilities are well-balanced.	1,302	3.27 (1.28)	3.27 (1.28)	2.93 (1.18)	3.12 (1.34)	3.33 (1.28)	3.37 (1.31)	3.41 (1.37)	3.18 (1.31)	3.04 (1.15)	3.31 (1.30)	3.47 (1.17)	3.43 (1.22)
Campus													
There is a sense of community on my campus.	1,308	3.13 (1.21)	2.86 (1.17)	2.92 (1.11)	2.97 (1.26)	3.53 (1.18)	3.24 (1.30)	3.26 (1.26)	3.43 (1.17)	3.13 (1.13)	3.68 (1.13)	3.93 (1.00)	4.19 (.93)
I am loyal to this campus.	1,304	3.91 (1.05)	3.73 (1.10)	3.88 (1.06)	3.73 (1.28)	4.17 (.91)	3.96 (.95)	4.15 (1.01)	4.05 (.97)	4.07 (.95)	4.23 (.94)	4.24 (.69)	4.50 (.67)
My campus is a good place to work.	1,305	3.65 (1.06)	3.52 (1.04)	3.50 (1.10)	3.36 (1.37)	3.87 (1.02)	3.42 (1.17)	3.82 (1.01)	3.68 (1.09)	3.72 (.98)	4.13 (.94)	4.12 (.75)	4.41 (.80)
This campus values the faculty.	1,307	3.09 (1.25)	2.86 (1.20)	2.96 (1.26)	3.00 (1.41)	3.43 (1.25)	3.10 (1.35)	3.44 (1.10)	3.17 (1.30)	3.24 (1.32)	3.65 (1.23)	3.66 (1.20)	4.19 (.82)
This campus supports my scholarly goals.	1,301	3.26 (1.33)	3.12 (1.26)	3.24 (1.30)	2.67 (1.41)	3.51 (1.38)	3.22 (1.47)	3.43 (1.31)	3.44 (1.48)	3.33 (1.13)	3.58 (1.36)	3.53 (1.44)	4.03 (1.12)
This is a fair campus.	1,299	3.16 (1.21)	3.11 (1.17)	3.19 (1.19)	2.82 (1.40)	3.26 (1.27)	2.97 (1.37)	3.13 (1.28)	3.01 (1.32)	3.06 (1.27)	3.66 (1.19)	3.34 (1.18)	3.94 (.84)
I am proud to work at this campus.	1,297	3.74 (1.10)	3.63 (1.11)	3.40 (1.07)	3.68 (1.38)	3.96 (1.05)	3.57 (1.21)	3.89 (1.00)	3.88 (1.07)	3.85 (1.02)	3.97 (1.11)	4.21 (.87)	4.52 (.68)

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

Appendix B. Quality of Faculty Worklife Statements for Total Faculty Respondents: 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)
Please rate the way you view the advocacy* for University faculty by:													
Your Department/Division Chair	1,219	3.74 (1.40)	3.67 (1.41)	3.59 (1.48)	3.70 (1.51)	3.87 (1.37)	3.72 (1.31)	3.97 (1.24)	3.87 (1.36)	3.31 (1.67)	3.72 (1.56)	3.98 (1.26)	4.41 (.84)
Your Dean/Director	1,250	3.25 (1.40)	3.29 (1.40)	2.63 (1.38)	2.76 (1.71)	3.37 (1.35)	3.00 (1.39)	3.59 (1.33)	3.18 (1.35)	3.10 (1.39)	3.19 (1.34)	3.90 (1.08)	3.77 (1.41)
Central Administration	1,202	2.58 (1.17)	2.38 (1.07)	2.32 (1.06)	2.41 (1.46)	2.91 (1.21)	2.66 (1.28)	2.98 (1.24)	2.51 (1.19)	3.02 (1.06)	2.88 (1.19)	3.20 (1.08)	3.77 (.90)
Your Chancellor	1,228	2.79 (1.33)	2.65 (1.17)	2.27 (1.25)	2.91 (1.51)	3.06 (1.45)	2.71 (1.47)	3.45 (1.42)	2.47 (1.44)	3.69 (1.32)	3.38 (1.26)	2.58 (1.32)	4.19 (.90)
University President	1,138	2.60 (1.16)	2.50 (1.13)	2.08 (1.17)	2.71 (1.42)	2.86 (1.13)	2.69 (1.26)	3.02 (.99)	2.56 (1.10)	3.20 (1.05)	2.65 (1.12)	2.98 (1.07)	3.18 (.98)
Board of Regents	1,157	2.35 (1.12)	2.09 (1.07)	2.21 (1.05)	2.47 (1.39)	2.76 (1.06)	2.67 (1.18)	2.85 (.99)	2.45 (1.04)	3.35 (.97)	2.48 (1.04)	2.81 (.88)	3.00 (.88)
Legislature	1,182	2.06 (1.07)	1.82 (1.03)	2.06 (1.11)	2.03 (1.05)	2.42 (1.04)	2.62 (1.14)	2.43 (.94)	2.25 (1.00)	2.65 (.99)	2.08 (.99)	2.56 (1.01)	2.33 (1.03)
Governor	1,175	2.37 (1.11)	2.23 (1.12)	2.37 (1.16)	2.36 (1.08)	2.57 (1.08)	2.78 (1.19)	2.50 (1.06)	2.43 (1.06)	2.56 (1.12)	2.49 (1.03)	2.68 (1.04)	2.32 (.94)
Community Members	1,194	2.91 (1.16)	2.64 (1.15)	3.09 (1.10)	2.94 (1.32)	3.25 (1.08)	3.35 (1.15)	3.18 (1.02)	3.04 (.97)	3.67 (1.03)	2.70 (.95)	3.70 (1.02)	3.48 (1.09)
College Senate	1,064	3.33 (1.13)	3.29 (1.15)	3.32 (1.19)	3.00 (1.35)	3.42 (1.08)	3.31 (1.25)	3.39 (.94)	3.17 (1.17)	3.60 (.79)	3.39 (1.08)	3.70 (1.13)	3.46 (.99)
Campus Senate	1,163	3.44 (1.14)	3.39 (1.13)	3.28 (1.18)	3.28 (1.37)	3.56 (1.13)	3.42 (1.16)	3.48 (1.07)	3.38 (1.29)	3.66 (.87)	3.51 (1.20)	3.98 (1.08)	3.50 (.97)
Collective Bargaining Unit	1,228	3.75 (1.22)	3.70 (1.25)	3.73 (1.08)	3.72 (1.49)	3.83 (1.18)	3.76 (1.35)	3.85 (1.19)	3.85 (1.16)	3.82 (1.21)	3.72 (1.19)	3.85 (1.21)	3.97 (.86)
Please rate the confidence* you have in the leadership exhibited by:													
Your Department/Division Chair	1,222	3.66 (1.46)	3.63 (1.46)	3.36 (1.58)	3.37 (1.54)	3.77 (1.43)	3.55 (1.46)	4.07 (1.23)	3.85 (1.41)	3.17 (1.61)	3.57 (1.61)	3.74 (1.46)	4.42 (.76)
Your Dean/Director	1,258	3.25 (1.44)	3.31 (1.44)	2.62 (1.43)	2.75 (1.78)	3.34 (1.38)	2.90 (1.47)	3.64 (1.23)	3.24 (1.39)	2.90 (1.31)	3.15 (1.42)	3.85 (1.26)	3.83 (1.23)
Central Administration	1,225	2.59 (1.19)	2.35 (1.09)	2.47 (1.15)	2.28 (1.49)	2.97 (1.21)	2.70 (1.39)	3.02 (1.21)	2.68 (1.20)	2.98 (1.10)	3.04 (1.13)	3.13 (1.13)	3.73 (.87)
Your Chancellor	1,254	2.83 (1.34)	2.69 (1.18)	2.27 (1.28)	2.76 (1.50)	3.12 (1.46)	2.67 (1.49)	3.45 (1.45)	2.50 (1.46)	3.59 (1.39)	3.63 (1.19)	2.76 (1.34)	4.31 (.82)
University President	1,162	2.71 (1.18)	2.56 (1.18)	2.31 (1.12)	2.70 (1.47)	2.99 (1.12)	2.76 (1.25)	3.07 (1.06)	2.84 (1.16)	3.30 (.94)	2.88 (1.10)	2.98 (1.14)	3.32 (.90)
Board of Regents	1,188	2.38 (1.13)	2.09 (1.06)	2.39 (1.16)	2.47 (1.32)	2.79 (1.09)	2.72 (1.15)	2.78 (1.03)	2.62 (1.12)	3.24 (.95)	2.59 (1.12)	2.76 (1.03)	3.04 (.92)
College Senate Executive Committee	1,065	2.99 (1.12)	2.89 (1.11)	2.93 (1.10)	2.71 (1.23)	3.16 (1.11)	3.08 (1.28)	3.12 (.93)	2.85 (1.23)	3.21 (.77)	3.19 (1.14)	3.54 (1.06)	3.17 (.96)
Campus Senate Executive Committee	1,159	3.04 (1.14)	2.94 (1.10)	2.92 (1.14)	2.84 (1.37)	3.24 (1.16)	3.14 (1.17)	3.24 (1.05)	2.95 (1.31)	3.17 (.85)	3.40 (1.19)	3.58 (1.15)	3.36 (1.13)
Collective Bargaining Unit	1,226	3.49 (1.24)	3.35 (1.29)	3.54 (1.10)	3.42 (1.50)	3.67 (1.18)	3.59 (1.38)	3.67 (1.21)	3.63 (1.21)	3.60 (1.07)	3.68 (1.16)	3.65 (1.15)	3.81 (.95)

*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).

Appendix B. Quality of Faculty Worklife Statements for Total Faculty Respondents: 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)
Future Plans By 2016 (two years from today):													
How likely are you to leave your current position?	1,301	2.57 (1.46)	2.72 (1.47)	2.60 (1.43)	2.42 (1.41)	2.39 (1.44)	2.76 (1.56)	2.03 (1.33)	2.45 (1.41)	2.75 (1.51)	2.08 (1.35)	2.35 (1.46)	2.53 (1.41)
How likely are you to seek another job within the institution or system?	1,301	1.91 (1.28)	1.84 (1.26)	2.10 (1.38)	2.09 (1.21)	1.93 (1.28)	1.81 (1.30)	1.65 (1.07)	2.04 (1.30)	2.15 (1.42)	2.03 (1.34)	1.87 (1.21)	2.09 (1.38)
How likely are you to leave the institution?	1,294	2.46 (1.45)	2.65 (1.47)	2.57 (1.43)	2.44 (1.41)	2.19 (1.38)	2.66 (1.56)	1.86 (1.21)	2.35 (1.39)	2.60 (1.47)	1.87 (1.32)	1.96 (1.27)	2.16 (1.14)
How likely are you to leave your career/profession?	1,297	1.60 (1.08)	1.56 (1.07)	1.55 (1.05)	1.39 (.95)	1.65 (1.07)	1.86 (1.29)	1.58 (1.12)	1.71 (1.09)	1.66 (1.04)	1.48 (.95)	1.54 (.92)	1.97 (1.20)

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

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

Item	First Important (%)	Second Important (%)	Third Important (%)	Total (%)
Overall UH				
Department/unit relations	7.4	6.7	6.4	20.5
Community service	9.4	7.3	3.6	20.3
Physical work environment	5.7	4.8	4.4	14.9
Relations with dept chair	6.1	4.4	4.2	14.7
Social fit with dept/unit	4.5	5.7	3.8	14.0
UH Mānoa				
Department/unit relations	7.6	7.6	6.6	21.8
Community service	8.8	7.0	3.9	19.7
Graduate students	5.2	7.3	5.4	17.9
UH Hilo				
Physical work environment	9.5	7.1	8.3	25.0
Community service	13.1	8.3	3.6	25.0
Department/unit relations	4.8	7.1	8.3	20.2
UH West O'ahu				
Physical work environment	14.7	17.6	14.7	47.1
Undergraduate teaching load	26.5	--	2.9	29.4
Department/unit relations	8.8	5.9	5.9	20.6
UH Community Colleges				
Community service	9.7	8.1	3.2	20.9
Department/unit relations	7.5	5.5	6.1	19.2
Campus service	11.7	4.7	1.8	18.2

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

Item	First Important (%)	Second Important (%)	Third Important (%)	Total (%)
Overall UH				
Current salary	10.6	6.3	7.7	24.6
Facilities	6.0	5.1	5.5	16.5
Clerical support	4.6	3.8	3.2	11.7
Support for travel	3.3	3.6	3.5	10.5
Undergraduate teaching load	6.0	2.9	1.0	10.0
UH Mānoa				
Current salary	12.7	7.9	8.5	29.1
Facilities	8.4	6.9	6.0	21.2
Housing	5.1	4.2	2.4	11.7
UH Hilo				
Clerical support	7.1	10.7	3.6	21.4
Current salary	9.5	1.2	9.5	20.2
Technological support	2.4	9.5	6.0	17.9
UH West O'ahu				
Current salary	23.5	5.9	5.9	35.3
Support for travel	17.6	8.8	5.9	32.4
Undergraduate teaching load	8.8	--	2.9	11.8
UH Community Colleges				
Current salary	7.1	5.1	6.7	19.0
Undergraduate teaching load	10.3	4.7	1.8	16.8
Facilities	3.8	3.4	5.1	12.3

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*	1,322	3.26 (.71)	3.19 (.69)	3.15 (.62)	3.10 (.84)	3.39 (.72)	3.24 (.79)	3.38 (.81)	3.31 (.67)	3.45 (.62)	3.43 (.76)	3.34 (.70)	3.79 (.64)
Reward/Evaluation System*	1,312	3.15 (.84)	3.14 (.81)	3.08 (.75)	2.99 (.98)	3.19 (.90)	2.87 (.88)	3.22 (.85)	3.14 (.84)	3.01 (.84)	3.30 (1.03)	3.23 (.90)	3.61 (.86)
Collegial Relations*	1,314	3.82 (.89)	3.77 (.88)	3.67 (.87)	3.42 (1.12)	3.95 (.88)	3.81 (.86)	4.02 (.92)	3.98 (.83)	3.56 (.87)	3.93 (.99)	4.09 (.86)	4.24 (.71)
Students*	1,287	3.48 (.73)	3.49 (.71)	3.32 (.71)	3.30 (1.09)	3.52 (.73)	3.46 (.75)	3.36 (.73)	3.58 (.68)	3.59 (.64)	3.39 (.82)	3.53 (.75)	3.72 (.54)
Faculty Governance*	1,296	2.97 (.85)	2.90 (.83)	2.80 (.77)	2.65 (1.07)	3.12 (.87)	3.00 (.87)	3.27 (.90)	2.95 (.93)	3.11 (.82)	3.15 (.86)	2.99 (.73)	3.58 (.81)
Personal Factors*	1,314	3.11 (.98)	3.00 (1.04)	3.33 (.94)	2.73 (1.03)	3.26 (.89)	3.41 (.92)	3.24 (.82)	3.14 (.88)	3.02 (.90)	3.25 (.87)	3.25 (.88)	3.43 (.85)
Support Services*	1,320	3.17 (.88)	3.04 (.84)	2.78 (.82)	3.10 (1.11)	3.42 (.85)	3.48 (.84)	3.16 (.78)	3.25 (.83)	3.58 (.80)	3.73 (.79)	3.15 (.97)	3.89 (.56)
Advocacy for Faculty*	1,297	2.97 (.81)	2.84 (.78)	2.81 (.83)	2.86 (1.12)	3.19 (.78)	3.09 (.91)	3.24 (.73)	2.96 (.78)	3.36 (.62)	3.06 (.85)	3.33 (.63)	3.49 (.53)
Confidence in Leadership†	1,309	3.03 (.89)	2.90 (.84)	2.80 (.83)	2.84 (1.22)	3.26 (.88)	3.04 (1.01)	3.39 (.83)	3.04 (.92)	3.28 (.77)	3.27 (.89)	3.37 (.78)	3.73 (.64)

*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).

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	1,298	6.10 (2.47)	5.88 (2.52)	5.95 (2.36)	5.25 (2.86)	6.47 (2.38)	5.71 (2.83)	6.92 (2.21)	6.38 (2.24)	5.81 (2.42)	6.59 (2.44)	6.90 (1.99)	7.09 (2.01)

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	1,305	5.55 (2.59)	5.40 (2.58)	5.18 (2.42)	5.09 (3.04)	5.86 (2.61)	5.28 (2.82)	5.90 (2.67)	5.55 (2.59)	5.19 (2.58)	6.31 (2.67)	6.18 (2.21)	6.91 (2.12)

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

Appendix H. Change in Faculty Morale Since 2006: 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	1,300	4.54 (2.64)	4.32 (2.54)	4.11 (2.40)	4.03 (2.51)	4.98 (2.76)	4.38 (2.83)	5.02 (2.88)	4.73 (2.79)	3.96 (2.45)	5.60 (2.77)	5.30 (2.46)	6.06 (2.29)

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	1,302	2.52 (1.40)	2.68 (1.41)	2.58 (1.39)	2.44 (1.38)	2.29 (1.36)	2.71 (1.53)	1.95 (1.23)	2.40 (1.35)	2.67 (1.43)	1.99 (1.29)	2.15 (1.26)	2.34 (1.18)

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, 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	1,322	3.26 (.71)	3.19 (.69)	3.15 (.62)	3.10 (.84)	3.39 (.72)	3.24 (.79)	3.38 (.81)	3.31 (.67)	3.45 (.62)	3.43 (.76)	3.34 (.70)	3.79 (.64)
Classification													
Instructional	821	3.17 (.66)	3.08 (.64)	3.07 (.59)	3.05 (.75)	3.31 (.68)	3.11 (.80)	3.38 (.77)	3.16 (.62)	3.40 (.50)	3.26 (.77)	3.24 (.55)	3.81 (.64)
Librarian	38	3.11 (.62)	2.92 (.56)	**	N/A	3.40 (.69)	N/A	3.63 (.56)	3.54 (.94)	N/A	N/A	2.57 (.71)	**
Researcher	68	3.26 (.66)	3.26 (.66)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	152	3.49 (.69)	3.52 (.72)	3.55 (.39)	3.24 (.79)	3.37 (.63)	3.02 (.23)	3.33 (.98)	3.39 (.75)	**	3.82 (.26)	N/A	**
County Agent	9	3.39 (.58)	3.39 (.58)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	96	3.59 (.92)	2.98 (.95)	3.50 (.87)	3.76 (1.40)	3.72 (.86)	3.63 (.80)	3.45 (1.17)	4.09 (.70)	3.51 (1.33)	3.60 (.72)	3.74 (.92)	3.56 (1.01)
Multiple classification	43	3.27 (.70)	3.27 (.61)	2.85 (.96)	**	3.32 (.78)	2.87 (.77)	**	3.31 (.51)	3.77 (1.09)	3.58 (1.20)	**	**
Other	79	3.45 (.74)	3.35 (.82)	2.59 (1.07)	N/A	3.50 (.70)	3.10 (.54)	3.30 (.97)	3.26 (.56)	4.16 (.01)	3.90 (.38)	3.41 (.86)	3.83 (.74)
Rank													
Lecturer	96	3.59 (.92)	2.98 (.95)	3.50 (.87)	3.76 (1.40)	3.72 (.86)	3.63 (.80)	3.45 (1.17)	4.09 (.70)	3.51 (1.33)	3.60 (.72)	3.74 (.92)	3.56 (1.01)
Instructor (Rank 2)	221	3.39 (.62)	3.34 (.59)	3.42 (.55)	3.30 (.89)	3.43 (.65)	3.02 (.70)	3.69 (.53)	3.42 (.59)	3.52 (.67)	3.54 (.72)	3.30 (.58)	3.91 (.59)
Assistant Professor (Rank 3)	262	3.24 (.65)	3.15 (.66)	3.33 (.55)	3.28 (.68)	3.32 (.66)	2.64 (.52)	3.41 (.76)	3.13 (.59)	3.30 (.41)	3.63 (.71)	3.20 (.64)	3.89 (.45)
Associate Professor (Rank 4)	245	3.08 (.71)	3.06 (.69)	2.89 (.52)	2.64 (.76)	3.27 (.78)	3.15 (.86)	3.38 (.64)	2.97 (.70)	3.62 (.27)	3.64 (1.13)	2.78 (.43)	3.19 (.27)
Full Professor (Rank 5)	377	3.17 (.66)	3.15 (.67)	2.91 (.54)	3.15 (.69)	3.25 (.65)	3.46 (.66)	3.12 (.86)	3.20 (.57)	3.03 (.16)	3.17 (.69)	3.40 (.38)	3.55 (.70)
Appointment													
9-month	739	3.17 (.70)	3.00 (.66)	3.10 (.61)	3.06 (.77)	3.36 (.71)	3.26 (.78)	3.34 (.69)	3.37 (.74)	3.42 (.55)	3.24 (.76)	3.32 (.70)	3.87 (.60)
11-month	541	3.37 (.67)	3.35 (.66)	3.27 (.63)	3.61 (.87)	3.41 (.72)	3.08 (.72)	3.42 (1.00)	3.17 (.54)	3.35 (.84)	3.82 (.49)	3.27 (.67)	3.76 (.67)
Gender													
Female	691	3.25 (.73)	3.18 (.71)	3.19 (.63)	3.17 (.86)	3.33 (.75)	3.09 (.78)	3.31 (.83)	3.27 (.74)	3.38 (.71)	3.34 (.71)	3.22 (.65)	4.04 (.60)
Male	554	3.29 (.67)	3.19 (.65)	3.12 (.61)	3.14 (.78)	3.51 (.66)	3.61 (.71)	3.49 (.79)	3.37 (.58)	3.56 (.44)	3.61 (.78)	3.60 (.77)	3.41 (.55)
Race/Ethnicity													
Minority	556	3.33 (.73)	3.28 (.73)	3.23 (.67)	3.14 (.75)	3.41 (.74)	3.28 (.83)	3.34 (.81)	3.32 (.71)	3.35 (.61)	3.40 (.76)	3.51 (.66)	3.81 (.65)
Non-Minority	664	3.24 (.67)	3.17 (.66)	3.16 (.55)	3.28 (.82)	3.39 (.69)	3.22 (.69)	3.59 (.75)	3.29 (.64)	3.52 (.64)	3.53 (.75)	3.16 (.66)	3.76 (.66)

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

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

Appendix K. Reward/Evaluation System: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,312	3.15 (.84)	3.14 (.81)	3.08 (.75)	2.99 (.98)	3.19 (.90)	2.87 (.88)	3.22 (.85)	3.14 (.84)	3.01 (.84)	3.30 (1.03)	3.23 (.90)	3.61 (.86)
Classification													
Instructional	819	3.11 (.83)	3.11 (.80)	2.99 (.76)	2.98 (.97)	3.15 (.89)	2.72 (.94)	3.20 (.91)	3.07 (.85)	2.98 (.76)	3.15 (1.06)	3.30 (.73)	3.72 (.80)
Librarian	37	3.19 (.82)	3.22 (.79)	**	N/A	3.11 (.98)	N/A	3.45 (.79)	3.46 (1.05)	N/A	N/A	1.67 (.24)	**
Researcher	68	3.09 (.73)	3.09 (.73)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	150	3.23 (.80)	3.24 (.82)	3.58 (.43)	3.04 (.29)	3.03 (.71)	2.43 (.61)	3.21 (.94)	2.60 (.57)	**	3.57 (.61)	N/A	**
County Agent	9	3.33 (.73)	3.33 (.73)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	93	3.20 (.97)	2.70 (.90)	3.13 (.63)	3.68 (.88)	3.28 (.96)	3.13 (.85)	3.30 (.64)	3.54 (.70)	2.46 (1.51)	3.58 (.84)	3.21 (1.33)	3.38 (.88)
Multiple classification	43	3.04 (1.00)	3.26 (.94)	2.79 (1.31)	**	2.90 (1.05)	2.39 (.76)	**	3.10 (.98)	3.55 (.98)	2.79 (1.75)	**	**
Other	78	3.37 (.86)	3.24 (.90)	2.81 (.87)	N/A	3.44 (.85)	3.31 (.68)	3.35 (.91)	3.09 (.88)	3.96 (1.00)	3.87 (.59)	3.40 (.59)	3.48 (1.24)
Rank													
Lecturer	93	3.20 (.97)	2.70 (.90)	3.13 (.63)	3.68 (.88)	3.28 (.96)	3.13 (.85)	3.30 (.64)	3.54 (.70)	2.46 (1.51)	3.58 (.84)	3.21 (1.33)	3.38 (.88)
Instructor (Rank 2)	219	3.24 (.82)	3.26 (.81)	3.37 (.62)	3.29 (1.18)	3.25 (.84)	2.71 (.59)	3.75 (.64)	3.42 (.74)	3.07 (.94)	3.31 (.97)	3.07 (.73)	3.58 (1.02)
Assistant Professor (Rank 3)	260	3.15 (.83)	3.11 (.77)	3.36 (.52)	3.02 (1.03)	3.17 (.90)	2.22 (.67)	3.39 (.76)	2.96 (.87)	2.93 (.75)	3.56 (1.19)	3.39 (.78)	3.74 (.85)
Associate Professor (Rank 4)	245	2.99 (.86)	3.05 (.82)	2.75 (.73)	2.49 (.85)	3.03 (.97)	2.76 (1.06)	2.98 (.65)	2.63 (.91)	3.24 (.58)	3.75 (1.27)	2.78 (.53)	3.07 (1.10)
Full Professor (Rank 5)	377	3.13 (.82)	3.16 (.79)	2.80 (.82)	3.19 (.86)	3.11 (.87)	3.14 (1.14)	2.87 (.97)	3.13 (.82)	3.00 (.65)	2.99 (.92)	3.20 (.84)	3.46 (.81)
Appointment													
9-month	736	3.08 (.85)	3.03 (.80)	3.01 (.77)	3.01 (.97)	3.15 (.91)	2.81 (.92)	3.31 (.80)	3.16 (.90)	3.02 (.80)	3.17 (1.07)	3.20 (.88)	3.82 (.85)
11-month	538	3.24 (.80)	3.24 (.79)	3.27 (.67)	3.27 (.73)	3.24 (.86)	2.95 (.90)	3.04 (.94)	3.08 (.78)	2.98 (1.12)	3.60 (.73)	3.23 (.77)	3.46 (.86)
Gender													
Female	686	3.15 (.87)	3.13 (.84)	3.20 (.73)	2.97 (.95)	3.17 (.93)	2.76 (.83)	3.21 (.93)	3.08 (.94)	2.93 (.89)	3.37 (.94)	3.27 (.83)	3.84 (.90)
Male	551	3.16 (.81)	3.15 (.78)	2.95 (.77)	3.14 (.96)	3.24 (.86)	3.09 (1.04)	3.27 (.77)	3.20 (.73)	3.19 (.76)	3.35 (1.10)	3.23 (1.04)	3.31 (.75)
Race/Ethnicity													
Minority	552	3.18 (.89)	3.16 (.87)	3.27 (.80)	2.84 (.95)	3.21 (.92)	2.82 (.91)	3.20 (.80)	3.15 (.90)	2.85 (.88)	3.41 (.92)	3.48 (.84)	3.62 (1.01)
Non-Minority	659	3.15 (.79)	3.15 (.77)	3.00 (.70)	3.31 (.90)	3.18 (.86)	2.86 (.94)	3.48 (.85)	3.13 (.77)	3.14 (.82)	3.32 (1.06)	2.98 (.85)	3.59 (.67)

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

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

Appendix L. Collegial Relations: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,314	3.82 (.89)	3.77 (.88)	3.67 (.87)	3.42 (1.12)	3.95 (.88)	3.81 (.86)	4.02 (.92)	3.98 (.83)	3.56 (.87)	3.93 (.99)	4.09 (.86)	4.24 (.71)
Classification													
Instructional	819	3.79 (.90)	3.75 (.88)	3.67 (.95)	3.42 (1.11)	3.89 (.90)	3.63 (.95)	3.98 (.98)	3.88 (.83)	3.59 (.77)	3.82 (1.10)	4.08 (.77)	4.16 (.70)
Librarian	38	3.79 (.77)	3.55 (.75)	**	N/A	4.23 (.67)	N/A	4.33 (.60)	4.44 (.25)	N/A	N/A	3.42 (1.30)	**
Researcher	66	3.66 (.88)	3.68 (.87)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	151	3.90 (.84)	3.93 (.87)	3.83 (.50)	3.83 (.24)	3.82 (.84)	3.33 (.00)	3.58 (1.26)	4.33 (.94)	**	4.42 (.35)	N/A	**
County Agent	9	3.61 (.69)	3.61 (.69)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	94	4.05 (.95)	3.34 (1.14)	3.88 (.44)	4.44 (.35)	4.19 (.89)	4.18 (.73)	4.27 (.56)	4.76 (.30)	3.40 (1.64)	3.82 (.79)	4.11 (1.10)	4.42 (.82)
Multiple classification	43	3.82 (.86)	3.79 (.91)	3.48 (.97)	**	3.94 (.80)	3.53 (.91)	**	3.78 (.47)	4.17 (.94)	4.17 (1.11)	**	**
Other	79	3.97 (.85)	4.01 (.74)	2.58 (.82)	N/A	4.04 (.82)	3.96 (.63)	4.32 (.51)	3.67 (.97)	2.92 (1.30)	4.38 (.52)	4.45 (.51)	4.31 (.90)
Rank													
Lecturer	94	4.05 (.95)	3.34 (1.14)	3.88 (.44)	4.44 (.35)	4.19 (.89)	4.18 (.73)	4.27 (.56)	4.76 (.30)	3.40 (1.64)	3.82 (.79)	4.11 (1.10)	4.42 (.82)
Instructor (Rank 2)	220	3.89 (.84)	3.87 (.87)	3.61 (.86)	3.77 (1.03)	3.98 (.80)	3.78 (.83)	4.44 (.60)	3.98 (.53)	3.64 (.98)	4.04 (.85)	4.04 (.89)	4.19 (.76)
Assistant Professor (Rank 3)	259	3.83 (.84)	3.79 (.77)	3.94 (.87)	3.47 (1.10)	3.88 (.89)	3.19 (1.08)	4.08 (.85)	3.83 (.90)	3.41 (.71)	3.91 (.99)	4.04 (.86)	4.55 (.48)
Associate Professor (Rank 4)	245	3.67 (.90)	3.72 (.89)	3.37 (.98)	2.91 (1.11)	3.71 (.87)	3.69 (.99)	3.79 (1.20)	3.42 (.64)	3.43 (.55)	4.08 (1.13)	3.89 (.89)	3.67 (.24)
Full Professor (Rank 5)	376	3.78 (.93)	3.69 (.91)	3.67 (.91)	3.73 (1.10)	3.98 (.94)	3.64 (.64)	3.78 (1.06)	4.05 (1.00)	4.13 (.50)	4.00 (1.13)	4.38 (.49)	4.00 (.85)
Appointment													
9-month	735	3.77 (.93)	3.65 (.92)	3.64 (.97)	3.49 (1.11)	3.94 (.88)	3.82 (.92)	4.13 (.77)	3.99 (.84)	3.58 (.83)	3.78 (1.10)	4.24 (.73)	4.31 (.64)
11-month	538	3.89 (.83)	3.88 (.83)	3.75 (.61)	3.50 (.75)	3.96 (.86)	3.83 (.79)	3.77 (1.12)	3.88 (.82)	3.24 (.98)	4.30 (.53)	3.87 (.86)	4.20 (.81)
Gender													
Female	687	3.83 (.91)	3.81 (.91)	3.59 (.90)	3.29 (1.00)	3.91 (.89)	3.69 (.93)	4.08 (.86)	3.87 (.83)	3.37 (.94)	3.91 (.93)	4.20 (.78)	4.44 (.62)
Male	551	3.82 (.88)	3.72 (.86)	3.76 (.88)	3.74 (1.10)	4.02 (.87)	4.04 (.68)	3.95 (1.00)	4.13 (.86)	3.86 (.69)	3.99 (1.05)	3.91 (.96)	3.96 (.80)
Race/Ethnicity													
Minority	551	3.89 (.90)	3.82 (.91)	3.76 (.78)	3.36 (1.15)	3.99 (.89)	3.80 (.88)	3.98 (1.00)	3.90 (.90)	3.53 (.88)	4.10 (.91)	4.26 (.76)	4.44 (.64)
Non-Minority	662	3.80 (.89)	3.76 (.87)	3.62 (.95)	3.71 (1.07)	3.94 (.89)	3.79 (.93)	4.14 (.82)	4.18 (.75)	3.61 (.87)	3.84 (1.01)	3.94 (.92)	4.00 (.74)

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

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

Appendix M. Students: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,287	3.48 (.73)	3.49 (.71)	3.32 (.71)	3.30 (1.09)	3.52 (.73)	3.46 (.75)	3.36 (.73)	3.58 (.68)	3.59 (.64)	3.39 (.82)	3.53 (.75)	3.72 (.54)
Classification													
Instructional	815	3.38 (.75)	3.38 (.71)	3.27 (.72)	3.21 (1.18)	3.42 (.75)	3.31 (.88)	3.31 (.72)	3.43 (.69)	3.53 (.65)	3.26 (.84)	3.51 (.74)	3.71 (.58)
Librarian	35	3.56 (.57)	3.53 (.58)	**	N/A	3.73 (.51)	N/A	3.89 (.19)	3.83 (.29)	N/A	N/A	3.17 (1.18)	**
Researcher	64	3.60 (.49)	3.61 (.49)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	138	3.68 (.68)	3.70 (.73)	3.69 (.46)	3.67 (.47)	3.59 (.49)	3.50 (.71)	3.00 (.00)	4.00 (.00)	**	4.00 (.00)	N/A	**
County Agent	6	4.19 (.87)	4.19 (.87)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	96	3.54 (.75)	3.49 (.87)	3.42 (.50)	3.56 (.19)	3.55 (.74)	3.67 (.68)	3.17 (1.09)	3.67 (.75)	3.73 (.64)	3.20 (.36)	3.61 (.92)	3.50 (.24)
Multiple classification	43	3.57 (.71)	3.46 (.70)	2.92 (.82)	**	3.67 (.68)	3.60 (.42)	**	3.88 (.66)	4.25 (.35)	3.13 (1.07)	**	**
Other	75	3.88 (.63)	3.93 (.64)	2.83 (1.65)	N/A	3.91 (.57)	3.46 (.47)	3.90 (.42)	3.87 (.58)	**	4.22 (.45)	3.67 (.46)	3.87 (.59)
Rank													
Lecturer	96	3.54 (.75)	3.49 (.87)	3.42 (.50)	3.56 (.19)	3.55 (.74)	3.67 (.68)	3.17 (1.09)	3.67 (.75)	3.73 (.64)	3.20 (.36)	3.61 (.92)	3.50 (.24)
Instructor (Rank 2)	214	3.61 (.70)	3.74 (.59)	3.42 (.76)	3.13 (1.30)	3.59 (.72)	3.34 (.70)	3.54 (.53)	3.73 (.70)	3.44 (.79)	3.69 (.80)	3.53 (.64)	3.87 (.56)
Assistant Professor (Rank 3)	254	3.44 (.72)	3.42 (.68)	3.53 (.67)	2.72 (.93)	3.50 (.72)	3.00 (1.12)	3.47 (.53)	3.53 (.72)	3.76 (.52)	3.36 (.87)	3.44 (.73)	3.88 (.37)
Associate Professor (Rank 4)	240	3.41 (.74)	3.42 (.71)	3.17 (.68)	3.05 (1.15)	3.55 (.77)	3.38 (.84)	3.31 (.50)	3.51 (.68)	3.39 (.68)	4.19 (.37)	3.33 (1.07)	3.42 (.12)
Full Professor (Rank 5)	370	3.39 (.71)	3.39 (.67)	3.02 (.70)	3.78 (1.21)	3.41 (.75)	3.67 (.54)	3.21 (.89)	3.43 (.61)	3.58 (.50)	3.13 (.87)	3.85 (.21)	3.55 (.68)
Appointment													
9-month	732	3.33 (.74)	3.30 (.68)	3.24 (.72)	3.24 (1.14)	3.41 (.75)	3.43 (.84)	3.32 (.67)	3.46 (.75)	3.53 (.65)	3.23 (.81)	3.44 (.66)	3.71 (.57)
11-month	513	3.67 (.67)	3.67 (.68)	3.52 (.66)	3.87 (.56)	3.73 (.65)	3.67 (.58)	3.38 (.80)	3.76 (.54)	4.02 (.38)	3.83 (.67)	3.57 (.78)	3.76 (.53)
Gender													
Female	665	3.55 (.72)	3.57 (.67)	3.39 (.71)	3.50 (1.09)	3.56 (.75)	3.43 (.81)	3.48 (.77)	3.58 (.76)	3.70 (.65)	3.43 (.74)	3.51 (.77)	3.88 (.45)
Male	548	3.40 (.74)	3.41 (.73)	3.23 (.73)	3.17 (1.14)	3.47 (.69)	3.55 (.61)	3.29 (.63)	3.55 (.58)	3.45 (.61)	3.45 (.91)	3.56 (.74)	3.47 (.60)
Race/Ethnicity													
Minority	537	3.53 (.74)	3.57 (.71)	3.44 (.74)	3.13 (.91)	3.54 (.74)	3.57 (.75)	3.37 (.76)	3.56 (.71)	3.52 (.55)	3.42 (.79)	3.51 (.74)	3.87 (.53)
Non-Minority	653	3.47 (.70)	3.47 (.70)	3.27 (.64)	3.82 (.97)	3.51 (.70)	3.40 (.71)	3.47 (.57)	3.52 (.64)	3.67 (.68)	3.41 (.89)	3.51 (.75)	3.54 (.51)

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

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

Appendix N. Faculty Governance: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,296	2.97 (.85)	2.90 (.83)	2.80 (.77)	2.65 (1.07)	3.12 (.87)	3.00 (.87)	3.27 (.90)	2.95 (.93)	3.11 (.82)	3.15 (.86)	2.99 (.73)	3.58 (.81)
Classification													
Instructional	815	2.90 (.83)	2.83 (.81)	2.71 (.80)	2.67 (1.11)	3.05 (.83)	2.80 (.82)	3.25 (.95)	2.93 (.91)	3.10 (.76)	3.01 (.86)	2.87 (.52)	3.43 (.70)
Librarian	37	2.97 (.61)	2.92 (.49)	**	N/A	3.07 (.82)	N/A	3.50 (.62)	2.61 (1.03)	N/A	N/A	2.26 (.05)	**
Researcher	67	2.82 (.79)	2.82 (.80)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	148	3.09 (.81)	3.10 (.86)	2.99 (.38)	2.90 (.00)	3.20 (.75)	3.43 (.61)	3.21 (1.12)	2.70 (.85)	**	3.50 (.71)	N/A	**
County Agent	8	2.81 (.75)	2.81 (.75)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	86	3.36 (.97)	2.86 (1.08)	3.42 (.52)	3.65 (.35)	3.44 (.94)	3.53 (.86)	3.42 (.91)	3.51 (1.07)	2.88 (1.43)	3.28 (.57)	3.51 (1.06)	4.13 (1.03)
Multiple classification	43	3.07 (1.05)	3.07 (.99)	3.38 (.88)	**	3.10 (1.15)	2.58 (1.09)	**	2.66 (.73)	3.97 (.24)	3.39 (1.70)	**	**
Other	77	3.07 (.89)	2.81 (.86)	2.20 (1.13)	N/A	3.17 (.88)	2.93 (.63)	3.27 (.74)	2.75 (.93)	3.65 (.21)	3.50 (.61)	2.83 (.64)	3.79 (1.22)
Rank													
Lecturer	86	3.36 (.97)	2.86 (1.08)	3.42 (.52)	3.65 (.35)	3.44 (.94)	3.53 (.86)	3.42 (.91)	3.51 (1.07)	2.88 (1.43)	3.28 (.57)	3.51 (1.06)	4.13 (1.03)
Instructor (Rank 2)	218	3.06 (.76)	3.01 (.67)	2.79 (.90)	2.94 (1.18)	3.15 (.78)	2.94 (.67)	3.72 (.78)	3.10 (.77)	3.09 (.72)	3.09 (.80)	2.91 (.56)	3.58 (1.13)
Assistant Professor (Rank 3)	262	2.96 (.78)	2.88 (.67)	3.13 (.63)	2.51 (.99)	3.03 (.88)	2.26 (.67)	3.39 (.88)	2.78 (.87)	3.04 (.82)	3.11 (1.08)	2.96 (.68)	3.93 (.68)
Associate Professor (Rank 4)	241	2.77 (.89)	2.74 (.89)	2.51 (.74)	2.30 (.87)	3.00 (.94)	2.59 (.86)	3.13 (.69)	2.68 (.95)	3.41 (.84)	3.76 (.71)	2.38 (.52)	3.43 (.18)
Full Professor (Rank 5)	377	2.92 (.85)	2.88 (.84)	2.68 (.75)	3.06 (1.18)	3.01 (.86)	3.12 (.89)	3.02 (1.00)	2.86 (1.01)	3.13 (.81)	3.02 (.91)	2.80 (.35)	3.13 (.51)
Appointment													
9-month	730	2.92 (.86)	2.77 (.81)	2.75 (.81)	2.71 (1.12)	3.12 (.87)	2.98 (.92)	3.33 (.82)	3.11 (.92)	3.10 (.88)	2.99 (.86)	2.94 (.68)	3.68 (.84)
11-month	531	3.02 (.82)	3.01 (.82)	2.91 (.67)	2.68 (.61)	3.09 (.85)	2.92 (.84)	3.12 (1.03)	2.67 (.87)	3.24 (.60)	3.59 (.59)	2.82 (.54)	3.50 (.82)
Gender													
Female	674	2.97 (.87)	2.92 (.83)	2.72 (.75)	2.69 (1.07)	3.07 (.90)	2.91 (.84)	3.23 (.94)	2.89 (.99)	3.11 (.92)	3.10 (.77)	2.82 (.75)	3.81 (.83)
Male	547	2.97 (.85)	2.87 (.84)	2.84 (.82)	2.81 (1.03)	3.21 (.81)	3.16 (.98)	3.32 (.87)	3.04 (.89)	3.14 (.67)	3.29 (.93)	3.25 (.50)	3.31 (.71)
Race/Ethnicity													
Minority	549	3.01 (.89)	2.93 (.84)	2.82 (.87)	2.50 (.94)	3.13 (.91)	2.98 (.94)	3.25 (.88)	2.92 (.99)	2.99 (.88)	3.20 (.86)	3.17 (.73)	3.59 (.87)
Non-Minority	647	2.96 (.82)	2.91 (.83)	2.80 (.71)	3.07 (1.13)	3.10 (.82)	2.99 (.82)	3.42 (.86)	3.00 (.89)	3.21 (.79)	3.04 (.88)	2.78 (.62)	3.57 (.76)

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

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

Appendix O. Personal Factors: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,314	3.11 (.98)	3.00 (1.04)	3.33 (.94)	2.73 (1.03)	3.26 (.89)	3.41 (.92)	3.24 (.82)	3.14 (.88)	3.02 (.90)	3.25 (.87)	3.25 (.88)	3.43 (.85)
Classification													
Instructional	816	3.02 (1.00)	2.82 (1.05)	3.29 (.96)	2.63 (.93)	3.22 (.89)	3.41 (.97)	3.28 (.86)	3.07 (.90)	2.96 (.85)	3.12 (.92)	3.36 (.83)	3.33 (.84)
Librarian	38	3.14 (.90)	3.14 (.89)	**	N/A	3.27 (.90)	N/A	3.47 (.12)	3.77 (.25)	N/A	N/A	1.60 (.85)	**
Researcher	68	3.27 (.91)	3.26 (.92)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	152	3.33 (.94)	3.30 (.96)	3.57 (.83)	3.80 (.28)	3.40 (.93)	4.10 (.14)	2.98 (1.23)	3.03 (.32)	**	4.10 (.14)	N/A	**
County Agent	9	3.58 (.78)	3.58 (.78)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	97	3.01 (1.00)	2.43 (1.16)	3.03 (.45)	2.75 (1.56)	3.14 (.93)	3.08 (.97)	3.31 (.71)	3.13 (1.16)	3.16 (1.37)	3.20 (.76)	3.02 (.88)	3.60 (.00)
Multiple classification	42	3.37 (.87)	3.29 (.97)	4.50 (.71)	**	3.32 (.75)	3.54 (.63)	**	3.32 (.95)	4.10 (.42)	3.30 (.42)	**	**
Other	77	3.45 (.84)	3.24 (.94)	2.60 (1.41)	N/A	3.54 (.80)	3.93 (.65)	3.12 (.74)	3.15 (.60)	3.00 (1.13)	3.74 (.76)	3.69 (.77)	3.70 (1.08)
Rank													
Lecturer	97	3.01 (1.00)	2.43 (1.16)	3.03 (.45)	2.75 (1.56)	3.14 (.93)	3.08 (.97)	3.31 (.71)	3.13 (1.16)	3.16 (1.37)	3.20 (.76)	3.02 (.88)	3.60 (.00)
Instructor (Rank 2)	221	3.18 (.90)	3.01 (.95)	3.59 (.98)	2.60 (.91)	3.28 (.84)	3.50 (.73)	3.47 (.78)	3.12 (.84)	2.72 (.88)	3.43 (.91)	3.18 (.67)	3.58 (.69)
Assistant Professor (Rank 3)	262	2.94 (.99)	2.66 (1.03)	3.55 (.88)	2.98 (.94)	3.12 (.91)	3.27 (.63)	3.12 (.99)	3.03 (.71)	2.97 (.87)	2.95 (1.16)	3.24 (1.03)	3.43 (1.02)
Associate Professor (Rank 4)	245	3.06 (1.04)	2.88 (1.06)	3.39 (.93)	2.58 (1.32)	3.45 (.87)	3.44 (1.18)	3.18 (.61)	3.36 (.96)	3.34 (.54)	3.52 (.33)	3.32 (1.00)	3.80 (.57)
Full Professor (Rank 5)	371	3.25 (.97)	3.23 (1.02)	3.04 (1.14)	2.90 (.52)	3.34 (.88)	3.98 (.78)	3.25 (.88)	3.10 (.96)	3.75 (.79)	3.31 (.79)	3.75 (.75)	3.07 (1.01)
Appointment													
9-month	735	2.93 (.99)	2.63 (1.02)	3.25 (.99)	2.62 (.98)	3.18 (.88)	3.40 (.93)	3.26 (.78)	3.05 (.88)	3.02 (.87)	3.13 (.90)	3.10 (.76)	3.24 (.92)
11-month	538	3.36 (.91)	3.33 (.93)	3.52 (.79)	3.69 (.40)	3.44 (.88)	3.81 (.63)	3.19 (.92)	3.32 (.90)	2.94 (1.15)	3.48 (.75)	3.48 (1.04)	3.61 (.79)
Gender													
Female	691	3.17 (.97)	2.98 (1.01)	3.57 (.97)	3.04 (.98)	3.33 (.88)	3.48 (.83)	3.20 (.85)	3.14 (.84)	3.19 (.95)	3.25 (.84)	3.35 (.99)	3.64 (.74)
Male	548	3.06 (.99)	3.02 (1.06)	3.07 (.86)	2.63 (.93)	3.17 (.89)	3.43 (1.07)	3.30 (.82)	3.06 (.99)	2.79 (.78)	3.27 (.97)	3.15 (.65)	3.16 (.97)
Race/Ethnicity													
Minority	554	3.17 (.93)	3.06 (1.01)	3.27 (.89)	2.79 (.96)	3.27 (.85)	3.52 (.89)	3.15 (.80)	3.17 (.88)	3.19 (1.01)	3.17 (.78)	3.26 (.78)	3.50 (.74)
Non-Minority	659	3.10 (1.02)	2.99 (1.06)	3.40 (.95)	2.95 (.90)	3.24 (.94)	3.41 (.89)	3.45 (.88)	3.03 (1.00)	2.89 (.82)	3.39 (1.00)	3.22 (.95)	3.34 (.98)

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

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

Appendix P. Support Services: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,320	3.17 (.88)	3.04 (.84)	2.78 (.82)	3.10 (1.11)	3.42 (.85)	3.48 (.84)	3.16 (.78)	3.25 (.83)	3.58 (.80)	3.73 (.79)	3.15 (.97)	3.89 (.56)
Classification													
Instructional	821	3.09 (.87)	2.94 (.84)	2.76 (.82)	2.91 (1.09)	3.34 (.85)	3.39 (.84)	3.17 (.76)	3.14 (.82)	3.55 (.81)	3.56 (.83)	2.95 (.89)	3.95 (.53)
Librarian	38	2.80 (.85)	2.69 (.70)	**	N/A	3.32 (.95)	N/A	3.28 (.80)	3.86 (.43)	N/A	N/A	2.30 (1.84)	**
Researcher	68	3.05 (.79)	3.06 (.79)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	151	3.31 (.83)	3.34 (.83)	3.03 (.91)	3.75 (1.30)	3.35 (.63)	3.75 (.35)	3.00 (.82)	3.10 (.71)	**	4.00 (.00)	N/A	**
County Agent	9	3.08 (.53)	3.08 (.53)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	97	3.62 (.90)	3.21 (.89)	2.93 (.77)	4.11 (.35)	3.71 (.89)	3.78 (.93)	3.11 (1.18)	3.75 (.80)	3.49 (.83)	3.93 (.53)	3.78 (1.08)	3.43 (.33)
Multiple classification	43	3.24 (.89)	3.01 (.94)	2.42 (.59)	**	3.49 (.82)	3.20 (.79)	**	3.30 (.72)	4.75 (.12)	3.67 (.98)	**	**
Other	78	3.48 (.82)	3.37 (.79)	2.33 (.71)	N/A	3.55 (.82)	3.17 (.56)	3.27 (.73)	3.15 (.89)	3.88 (.18)	4.30 (.52)	3.28 (.55)	4.02 (.76)
Rank													
Lecturer	97	3.62 (.90)	3.21 (.89)	2.93 (.77)	4.11 (.35)	3.71 (.89)	3.78 (.93)	3.11 (1.18)	3.75 (.80)	3.49 (.83)	3.93 (.53)	3.78 (1.08)	3.43 (.33)
Instructor (Rank 2)	221	3.34 (.77)	3.30 (.75)	3.27 (.71)	3.10 (1.04)	3.42 (.78)	3.35 (.74)	3.29 (.71)	3.26 (.77)	3.18 (.99)	3.83 (.68)	3.19 (.67)	3.97 (.64)
Assistant Professor (Rank 3)	262	3.05 (.86)	2.88 (.81)	2.62 (.85)	2.95 (1.14)	3.29 (.85)	3.12 (.60)	3.01 (.64)	3.12 (.74)	3.70 (.59)	3.76 (.78)	2.84 (.99)	4.21 (.52)
Associate Professor (Rank 4)	245	2.97 (.89)	2.85 (.87)	2.71 (.72)	2.78 (1.15)	3.40 (.89)	3.23 (.80)	3.37 (.57)	3.10 (.88)	4.03 (.48)	4.04 (.85)	2.74 (1.16)	3.18 (.02)
Full Professor (Rank 5)	377	3.11 (.87)	3.02 (.79)	2.47 (.88)	3.02 (1.28)	3.41 (.87)	3.65 (.94)	3.13 (.93)	3.17 (.94)	4.25 (.62)	3.58 (.88)	3.28 (.60)	3.81 (.46)
Appointment													
9-month	739	3.10 (.89)	2.85 (.81)	2.79 (.82)	3.00 (1.11)	3.41 (.87)	3.54 (.91)	3.16 (.75)	3.25 (.87)	3.55 (.82)	3.56 (.82)	3.15 (.96)	4.04 (.56)
11-month	540	3.23 (.84)	3.20 (.84)	2.75 (.84)	3.93 (.72)	3.39 (.80)	3.30 (.77)	3.11 (.82)	3.20 (.75)	3.73 (.75)	4.10 (.48)	2.94 (.83)	3.76 (.56)
Gender													
Female	690	3.20 (.91)	3.04 (.88)	2.81 (.81)	3.18 (1.08)	3.44 (.89)	3.41 (.87)	3.16 (.85)	3.28 (.90)	3.62 (.94)	3.87 (.68)	3.07 (.95)	4.02 (.60)
Male	555	3.15 (.84)	3.02 (.82)	2.75 (.86)	3.10 (1.19)	3.44 (.75)	3.77 (.65)	3.24 (.58)	3.21 (.72)	3.53 (.56)	3.63 (.91)	3.43 (.98)	3.71 (.49)
Race/Ethnicity													
Minority	556	3.28 (.86)	3.16 (.82)	3.00 (.87)	3.07 (1.19)	3.42 (.85)	3.47 (.78)	3.16 (.76)	3.23 (.88)	3.68 (.77)	3.69 (.78)	3.22 (.93)	3.99 (.59)
Non-Minority	663	3.13 (.87)	3.01 (.84)	2.68 (.80)	3.47 (1.02)	3.43 (.85)	3.54 (.96)	3.31 (.68)	3.25 (.71)	3.49 (.82)	3.82 (.85)	3.04 (.97)	3.78 (.53)

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

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

Appendix Q. Advocacy for Faculty: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,297	2.97 (.81)	2.84 (.78)	2.81 (.83)	2.86 (1.12)	3.19 (.78)	3.09 (.91)	3.24 (.73)	2.96 (.78)	3.36 (.62)	3.06 (.85)	3.33 (.63)	3.49 (.53)
Classification													
Instructional	804	2.91 (.82)	2.73 (.75)	2.73 (.82)	2.87 (1.12)	3.18 (.78)	2.99 (.90)	3.30 (.72)	2.91 (.81)	3.34 (.60)	2.95 (.86)	3.47 (.57)	3.51 (.59)
Librarian	38	3.09 (.59)	3.12 (.50)	**	N/A	3.07 (.83)	N/A	3.27 (.86)	2.92 (.66)	N/A	N/A	2.21 (1.36)	**
Researcher	67	2.93 (.84)	2.92 (.84)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	151	3.02 (.73)	2.99 (.76)	3.04 (.68)	3.82 (.38)	3.27 (.48)	3.23 (.57)	3.24 (.62)	3.24 (.81)	**	**	N/A	**
County Agent	9	3.48 (.72)	3.48 (.72)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	93	3.19 (.96)	2.59 (1.07)	3.45 (1.11)	3.13 (1.31)	3.29 (.87)	3.39 (1.12)	2.82 (.98)	3.45 (.76)	3.06 (.85)	3.23 (.75)	3.20 (.62)	3.38 (.41)
Multiple classification	43	2.92 (.87)	3.02 (.81)	2.79 (1.24)	**	2.87 (.94)	2.51 (.50)	**	2.56 (.73)	3.79 (.65)	3.04 (1.66)	**	**
Other	78	3.19 (.75)	3.11 (1.06)	2.63 (1.41)	N/A	3.25 (.62)	3.28 (.42)	3.21 (.76)	2.98 (.63)	3.92 (.82)	3.36 (.43)	3.17 (.60)	3.41 (.47)
Rank													
Lecturer	93	3.19 (.96)	2.59 (1.07)	3.45 (1.11)	3.13 (1.31)	3.29 (.87)	3.39 (1.12)	2.82 (.98)	3.45 (.76)	3.06 (.85)	3.23 (.75)	3.20 (.62)	3.38 (.41)
Instructor (Rank 2)	215	3.16 (.76)	3.07 (.77)	2.87 (.85)	3.20 (1.31)	3.30 (.70)	3.10 (.75)	3.56 (.39)	3.09 (.87)	3.46 (.74)	3.18 (.57)	3.37 (.61)	3.56 (.46)
Assistant Professor (Rank 3)	257	3.05 (.77)	2.93 (.75)	3.08 (.75)	2.95 (1.15)	3.17 (.77)	2.62 (.78)	3.32 (.62)	2.88 (.82)	3.21 (.36)	3.12 (1.00)	3.33 (.80)	3.63 (.38)
Associate Professor (Rank 4)	243	2.82 (.78)	2.75 (.78)	2.68 (.72)	2.81 (.96)	3.05 (.76)	2.66 (.75)	3.03 (.58)	2.70 (.64)	3.38 (.73)	3.43 (.86)	3.24 (.40)	3.47 (.40)
Full Professor (Rank 5)	374	2.80 (.77)	2.71 (.71)	2.33 (.62)	2.99 (1.31)	3.06 (.76)	3.22 (.79)	3.11 (.72)	2.90 (.70)	3.38 (.44)	2.84 (.95)	3.48 (.40)	3.22 (.67)
Appointment													
9-month	727	2.92 (.86)	2.68 (.78)	2.74 (.83)	2.85 (1.12)	3.21 (.81)	3.06 (1.00)	3.28 (.74)	3.08 (.79)	3.35 (.63)	2.92 (.85)	3.41 (.61)	3.73 (.50)
11-month	535	3.02 (.74)	2.98 (.75)	2.99 (.81)	3.25 (.93)	3.12 (.70)	3.16 (.76)	3.15 (.75)	2.70 (.68)	3.42 (.63)	3.37 (.55)	3.17 (.63)	3.26 (.47)
Gender													
Female	675	3.03 (.81)	2.89 (.80)	2.92 (.84)	2.75 (1.04)	3.21 (.77)	3.03 (.95)	3.29 (.64)	2.97 (.83)	3.33 (.68)	3.14 (.64)	3.32 (.70)	3.66 (.43)
Male	551	2.91 (.81)	2.78 (.75)	2.68 (.80)	3.12 (1.15)	3.18 (.80)	3.17 (.88)	3.21 (.84)	2.95 (.77)	3.46 (.52)	3.06 (1.05)	3.37 (.53)	3.23 (.59)
Race/Ethnicity													
Minority	550	3.07 (.82)	2.95 (.83)	2.91 (.79)	2.79 (1.25)	3.22 (.77)	3.13 (.88)	3.27 (.62)	2.99 (.82)	3.32 (.70)	3.19 (.83)	3.50 (.56)	3.45 (.53)
Non-Minority	650	2.92 (.78)	2.81 (.74)	2.76 (.83)	3.12 (1.06)	3.18 (.77)	3.04 (.99)	3.29 (.90)	2.84 (.69)	3.44 (.53)	2.97 (.85)	3.20 (.67)	3.53 (.55)

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

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

Appendix R. Confidence in Leadership: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,309	3.03 (.89)	2.90 (.84)	2.80 (.83)	2.84 (1.22)	3.26 (.88)	3.04 (1.01)	3.39 (.83)	3.04 (.92)	3.28 (.77)	3.27 (.89)	3.37 (.78)	3.73 (.64)
Classification													
Instructional	812	2.99 (.89)	2.83 (.81)	2.71 (.79)	2.82 (1.24)	3.26 (.88)	2.91 (1.01)	3.45 (.83)	3.04 (.91)	3.23 (.75)	3.22 (.94)	3.46 (.73)	3.74 (.74)
Librarian	38	3.11 (.72)	3.21 (.68)	**	N/A	2.82 (.82)	N/A	3.20 (.87)	2.58 (.72)	N/A	N/A	1.92 (.99)	**
Researcher	67	2.88 (.92)	2.89 (.93)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	152	3.08 (.84)	3.07 (.85)	3.06 (.70)	3.75 (.35)	3.28 (.83)	3.33 (.94)	2.98 (1.10)	2.78 (.63)	**	3.88 (.64)	N/A	**
County Agent	9	2.78 (.65)	2.78 (.65)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	95	3.33 (1.06)	2.68 (1.18)	3.14 (1.52)	3.30 (1.41)	3.48 (.94)	3.39 (1.17)	3.15 (.99)	3.72 (.85)	3.16 (1.26)	3.38 (.72)	3.53 (.78)	3.83 (.08)
Multiple classification	43	2.88 (.87)	2.99 (.75)	2.72 (1.18)	**	2.78 (.98)	2.51 (.53)	**	2.38 (1.02)	3.40 (.25)	2.88 (1.52)	**	**
Other	79	3.20 (.82)	3.02 (1.00)	2.78 (1.45)	N/A	3.29 (.73)	3.25 (.48)	3.56 (.72)	2.92 (.82)	3.72 (.24)	3.41 (.58)	3.05 (.77)	3.73 (.42)
Rank													
Lecturer	95	3.33 (1.06)	2.68 (1.18)	3.14 (1.52)	3.30 (1.41)	3.48 (.94)	3.39 (1.17)	3.15 (.99)	3.72 (.85)	3.16 (1.26)	3.38 (.72)	3.53 (.78)	3.83 (.08)
Instructor (Rank 2)	220	3.25 (.84)	3.20 (.72)	2.81 (.80)	3.14 (1.43)	3.39 (.86)	3.08 (.90)	3.59 (.81)	3.22 (.95)	3.37 (.94)	3.50 (.73)	3.36 (.84)	3.81 (.49)
Assistant Professor (Rank 3)	260	3.07 (.85)	2.98 (.77)	3.13 (.77)	2.87 (1.36)	3.17 (.90)	2.42 (.91)	3.41 (.81)	2.83 (.92)	3.08 (.53)	3.32 (.95)	3.32 (.94)	3.93 (.63)
Associate Professor (Rank 4)	244	2.86 (.83)	2.80 (.84)	2.64 (.68)	2.70 (1.05)	3.08 (.82)	2.56 (.76)	3.37 (.88)	2.69 (.81)	3.30 (.58)	3.63 (.55)	3.21 (.38)	3.41 (.05)
Full Professor (Rank 5)	373	2.84 (.86)	2.74 (.80)	2.36 (.73)	2.97 (1.39)	3.14 (.84)	3.23 (.94)	3.24 (.77)	3.01 (.85)	3.29 (.63)	3.00 (1.06)	3.42 (.56)	3.30 (.70)
Appointment													
9-month	731	2.98 (.92)	2.73 (.83)	2.72 (.86)	2.83 (1.24)	3.30 (.88)	2.96 (1.05)	3.50 (.78)	3.21 (.86)	3.24 (.78)	3.18 (.93)	3.54 (.70)	3.84 (.75)
11-month	539	3.07 (.82)	3.05 (.81)	2.98 (.73)	3.25 (1.01)	3.14 (.86)	3.24 (.88)	3.18 (.92)	2.65 (.87)	3.30 (.77)	3.48 (.62)	3.02 (.80)	3.60 (.53)
Gender													
Female	682	3.08 (.89)	2.96 (.83)	2.90 (.82)	2.68 (1.13)	3.25 (.91)	2.91 (1.08)	3.37 (.73)	3.02 (.98)	3.18 (.84)	3.37 (.71)	3.38 (.81)	4.01 (.55)
Male	552	2.98 (.89)	2.84 (.83)	2.71 (.85)	3.12 (1.29)	3.29 (.87)	3.33 (.82)	3.41 (.97)	3.02 (.89)	3.47 (.63)	3.23 (1.04)	3.37 (.80)	3.41 (.59)
Race/Ethnicity													
Minority	550	3.14 (.90)	3.03 (.88)	2.98 (.86)	2.66 (1.37)	3.28 (.88)	3.14 (.98)	3.39 (.77)	3.01 (.98)	3.15 (.82)	3.34 (.88)	3.56 (.54)	3.67 (.68)
Non-Minority	660	2.97 (.86)	2.86 (.79)	2.69 (.80)	3.15 (1.14)	3.26 (.91)	2.89 (1.10)	3.45 (.99)	3.03 (.85)	3.39 (.74)	3.21 (.91)	3.21 (.91)	3.80 (.61)

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

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

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

	Satisfaction*	Morale*	Change in Morale†	Likelihood to Leave‡
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
UH Mānoa				
College of Arts & Sciences				
Arts & Humanities	5.52 (2.28)	4.90 (2.54)	4.04 (2.55)	2.85 (1.43)
Lang, Ling, & Lit	5.59 (2.43)	4.93 (2.46)	3.52 (2.18)	3.03 (1.51)
Natural Sciences	5.24 (2.31)	5.07 (2.10)	3.79 (1.77)	2.85 (1.44)
Social Sciences	5.46 (2.84)	4.68 (2.80)	3.90 (2.51)	2.62 (1.33)
Shidler College of Business	5.78 (3.49)	5.30 (3.06)	4.90 (2.85)	2.78 (1.46)
College of Education	6.55 (2.64)	6.40 (2.63)	5.14 (2.65)	2.36 (1.38)
College of Engineering	5.62 (2.26)	5.31 (2.32)	4.50 (2.59)	3.36 (1.54)
College of Tropical Ag & HR	5.96 (2.23)	5.23 (2.31)	4.56 (2.34)	2.63 (1.46)
School of Architecture	5.25 (1.71)	4.75 (2.22)	3.00 (1.41)	3.13 (1.44)
Hawaiʻinuiākea School of Hawaiian Knowledge	5.50 (2.39)	5.11 (1.90)	3.89 (2.67)	2.72 (1.20)
William S. Richardson School of Law	4.90 (3.11)	4.00 (2.98)	2.78 (2.68)	2.25 (1.65)
John A. Burns School of Medicine	6.51 (2.54)	6.33 (2.58)	5.09 (2.83)	2.45 (1.35)
School of Nursing and Dental Hygiene	5.70 (2.40)	5.74 (2.33)	5.38 (2.84)	3.00 (1.53)
School of Ocean & Earth Science and Tech	6.12 (2.65)	5.71 (2.55)	4.36 (2.66)	2.80 (1.38)
School of Pacific & Asian Studies	5.80 (2.90)	5.60 (2.80)	3.67 (2.12)	2.60 (1.43)
Myron B. Thompson School of Social Work	7.00 (3.16)	5.80 (3.27)	4.50 (3.42)	3.10 (1.43)
School of Travel Industry Management	5.75 (.96)	3.75 (2.63)	3.00 (2.45)	3.25 (1.26)

	Satisfaction*	Morale*	Change in Morale†	Likelihood to Leave‡
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
UH Mānoa (cont.)				
Outreach College	7.00 (1.41)	5.75 (2.22)	4.50 (1.73)	1.88 (.85)
Library Services	5.33 (2.44)	4.48 (2.44)	3.19 (2.02)	2.40 (1.33)
Academic Affairs/ Services/Support	7.50 (1.29)	7.27 (1.44)	6.29 (2.02)	2.04 (1.13)
Student Affairs/ Services/Support	6.25 (2.63)	5.42 (2.91)	4.85 (3.08)	2.23 (1.13)
Other	5.47 (2.61)	4.84 (2.99)	3.74 (2.02)	2.67 (1.32)
UH Hilo				
College of Agriculture, Forestry, & Natural Res Mgmt	5.60 (3.05)	4.40 (2.61)	2.80 (1.48)	2.60 (1.08)
College of Arts & Sciences				
Arts & Humanities	7.10 (2.60)	6.70 (2.67)	5.70 (3.13)	2.50 (1.58)
Natural Sciences	5.71 (2.05)	4.65 (1.87)	3.76 (1.60)	2.38 (1.29)
School of Nursing	**	**	**	**
Social Sciences	5.09 (2.39)	4.26 (2.43)	3.30 (2.40)	2.87 (1.36)
College of Business and Economics	3.50 (3.11)	3.50 (2.65)	3.00 (2.83)	3.75 (1.89)
Ka Haka ʻUla O Keʻelikōlani	**	**	**	**
College of Pharmacy	6.43 (1.81)	6.43 (2.07)	5.00 (1.29)	2.50 (1.47)
Academic Affairs/ Services/Support	**	**	**	**
Student Affairs/ Services/Support	6.75 (1.04)	5.63 (1.06)	4.25 (2.76)	3.00 (1.41)
Other	7.17 (2.04)	5.67 (2.94)	4.83 (2.99)	1.83 (1.17)

**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=Unchanged).

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

	Satisfaction*	Morale*	Change in Morale†	Likelihood to Leave‡
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
UH West O‘ahu				
Education	5.80 (3.42)	5.60 (3.58)	3.80 (2.28)	2.40 (1.67)
Humanities	4.75 (2.66)	4.50 (3.02)	3.00 (1.31)	2.31 (1.33)
Natural Sciences	**	**	**	**
Professional Studies	7.29 (2.87)	7.00 (2.62)	5.88 (2.95)	1.75 (.89)
Social Sciences	1.67 (1.15)	1.33 (.58)	1.67 (1.15)	2.33 (1.15)
General	**	**	**	**
Academic Affairs/ Services/Support	**	**	**	**
Student Affairs/ Services/Support	N/A	N/A	N/A	N/A
Other	4.25 (2.36)	4.33 (3.51)	4.50 (2.89)	3.38 (1.38)
UH Community Colleges				
Hawaiian Studies	6.09 (2.84)	5.73 (3.00)	5.36 (3.07)	2.00 (1.26)
Liberal Arts	6.14 (2.40)	5.41 (2.50)	4.42 (2.60)	2.20 (1.37)
Natural Sciences	6.71 (2.38)	6.27 (2.65)	5.52 (2.86)	2.30 (1.39)
Social Sciences	6.46 (2.96)	6.75 (2.94)	6.11 (3.38)	2.34 (1.48)
Teaching	7.41 (1.67)	6.43 (2.86)	5.41 (2.90)	1.70 (1.20)
Business Education	6.48 (2.65)	6.18 (2.70)	5.00 (3.07)	2.27 (1.38)
Food Services	7.80 (1.66)	7.20 (1.70)	6.93 (2.09)	1.83 (1.13)
Health Services	5.72 (2.24)	4.91 (2.45)	3.74 (2.33)	2.81 (1.46)

	Satisfaction*	Morale*	Change in Morale†	Likelihood to Leave‡
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
UH Community Colleges (cont.)				
Public Services	**	**	**	**
Technology	6.44 (2.65)	5.65 (2.68)	4.71 (2.60)	2.26 (1.20)
Academic Affairs/ Services/Support	6.30 (2.17)	5.42 (2.42)	4.75 (2.71)	2.17 (1.24)
Student Affairs/ Services/Support	6.66 (2.18)	5.76 (2.28)	4.65 (2.23)	2.57 (1.36)
Other	7.32 (2.01)	7.14 (2.36)	6.50 (2.81)	2.07 (1.31)

**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=Unchanged).

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

Appendix T. Change in Morale Over Time, UH Mānoa

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

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

Appendix U. Faculty Satisfaction: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,298	6.10 (2.47)	5.88 (2.52)	5.95 (2.36)	5.25 (2.86)	6.47 (2.38)	5.71 (2.83)	6.92 (2.21)	6.38 (2.24)	5.81 (2.42)	6.59 (2.44)	6.90 (1.99)	7.09 (2.01)
Classification													
Instructional	804	5.89 (2.48)	5.61 (2.49)	5.70 (2.46)	4.88 (2.76)	6.33 (2.44)	5.03 (3.06)	7.05 (2.26)	6.28 (2.25)	5.68 (2.30)	6.20 (2.67)	6.81 (1.94)	6.81 (2.14)
Librarian	38	5.79 (2.35)	5.63 (2.41)	**	N/A	5.82 (2.52)	N/A	6.33 (3.06)	6.00 (1.00)	N/A	N/A	**	**
Researcher	67	5.70 (2.67)	5.71 (2.69)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	148	6.59 (2.42)	6.63 (2.51)	6.83 (1.75)	**	6.42 (1.98)	**	6.00 (1.41)	**	**	**	N/A	**
County Agent	9	7.22 (1.39)	7.22 (1.39)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	97	6.79 (2.53)	4.88 (2.55)	7.75 (1.71)	6.67 (3.21)	7.17 (2.36)	6.70 (2.74)	7.00 (2.53)	8.36 (1.22)	5.60 (3.91)	6.40 (1.71)	7.71 (2.20)	**
Multiple classification	43	5.93 (2.12)	6.79 (2.07)	**	**	5.29 (2.00)	5.20 (2.49)	**	4.71 (2.14)	**	6.00 (1.83)	**	**
Other	78	6.91 (2.18)	6.61 (2.52)	**	N/A	7.04 (2.10)	6.25 (2.25)	7.40 (1.82)	5.88 (1.93)	**	8.60 (1.35)	6.86 (1.46)	7.83 (2.14)
Rank													
Lecturer	97	6.79 (2.53)	4.88 (2.55)	7.75 (1.71)	6.67 (3.21)	7.17 (2.36)	6.70 (2.74)	7.00 (2.53)	8.36 (1.22)	5.60 (3.91)	6.40 (1.71)	7.71 (2.20)	**
Instructor (Rank 2)	216	6.23 (2.28)	6.08 (2.30)	6.43 (1.99)	4.25 (2.50)	6.40 (2.28)	5.22 (2.73)	7.88 (1.73)	6.63 (1.98)	5.59 (2.53)	6.65 (2.03)	6.54 (1.81)	7.11 (2.26)
Assistant Professor (Rank 3)	256	5.95 (2.27)	5.52 (2.33)	6.47 (2.00)	5.17 (2.93)	6.33 (2.17)	3.71 (1.80)	7.06 (1.73)	6.13 (1.80)	5.35 (2.40)	7.00 (2.52)	6.46 (2.08)	7.50 (1.60)
Associate Professor (Rank 4)	245	5.60 (2.63)	5.53 (2.65)	5.14 (2.52)	4.57 (3.36)	6.03 (2.67)	5.83 (3.24)	5.50 (2.73)	4.56 (2.34)	6.83 (1.72)	8.00 (1.67)	6.33 (1.86)	**
Full Professor (Rank 5)	369	6.13 (2.56)	6.06 (2.59)	5.21 (2.80)	5.88 (2.95)	6.44 (2.46)	5.91 (2.66)	6.67 (2.20)	6.45 (2.54)	6.00 (1.41)	6.39 (2.90)	7.57 (1.81)	6.56 (1.88)
Appointment													
9-month	725	5.88 (2.53)	5.40 (2.52)	5.73 (2.50)	4.92 (2.74)	6.44 (2.44)	5.68 (2.87)	6.79 (2.24)	6.72 (2.28)	5.76 (2.44)	6.19 (2.61)	7.10 (2.06)	7.19 (1.83)
11-month	532	6.37 (2.35)	6.31 (2.45)	6.48 (1.94)	7.80 (1.79)	6.50 (2.25)	6.21 (2.52)	7.10 (2.25)	5.64 (2.08)	5.67 (2.60)	7.43 (1.83)	6.32 (1.67)	7.07 (2.28)
Gender													
Female	675	6.11 (2.48)	5.97 (2.52)	6.37 (2.19)	5.13 (2.97)	6.29 (2.45)	5.22 (2.78)	6.65 (2.14)	6.06 (2.41)	5.48 (2.58)	6.88 (2.15)	6.76 (2.06)	7.67 (1.85)
Male	549	6.15 (2.45)	5.84 (2.48)	5.45 (2.54)	5.60 (2.80)	6.81 (2.27)	7.00 (2.68)	7.18 (2.33)	6.85 (2.00)	6.37 (2.06)	6.37 (2.79)	7.29 (1.90)	6.31 (2.10)
Race/Ethnicity													
Minority	541	6.39 (2.40)	6.29 (2.39)	6.41 (2.28)	5.17 (3.07)	6.54 (2.40)	5.84 (3.00)	6.85 (2.08)	6.37 (2.33)	5.71 (2.61)	6.79 (2.22)	7.07 (1.98)	7.18 (1.70)
Non-Minority	657	5.99 (2.46)	5.75 (2.52)	5.85 (2.35)	5.86 (2.77)	6.48 (2.32)	5.69 (2.60)	7.24 (2.56)	6.42 (2.13)	5.93 (2.33)	6.62 (2.64)	6.68 (1.97)	7.00 (2.36)

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 V. Faculty Morale: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,305	5.55 (2.59)	5.40 (2.58)	5.18 (2.42)	5.09 (3.04)	5.86 (2.61)	5.28 (2.82)	5.90 (2.67)	5.55 (2.59)	5.19 (2.58)	6.31 (2.67)	6.18 (2.21)	6.91 (2.12)
Classification													
Instructional	810	5.36 (2.60)	5.10 (2.57)	4.95 (2.48)	4.92 (2.89)	5.80 (2.62)	4.85 (2.85)	5.90 (2.70)	5.55 (2.53)	5.05 (2.48)	6.07 (2.96)	6.26 (2.11)	6.90 (2.17)
Librarian	38	5.00 (2.22)	4.83 (2.48)	**	N/A	5.18 (1.89)	N/A	5.33 (2.52)	6.00 (1.00)	N/A	N/A	**	**
Researcher	66	5.50 (2.57)	5.51 (2.59)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	149	6.05 (2.51)	6.17 (2.49)	5.83 (1.75)	**	5.09 (3.18)	**	4.75 (3.86)	**	**	**	N/A	**
County Agent	9	5.78 (2.22)	5.78 (2.22)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	97	6.33 (2.61)	4.75 (2.46)	6.75 (2.75)	5.67 (4.16)	6.69 (2.44)	6.25 (2.83)	6.83 (2.32)	7.64 (1.91)	5.40 (3.85)	6.50 (1.96)	6.71 (2.40)	**
Multiple classification	43	5.30 (2.56)	6.42 (2.46)	**	**	4.33 (2.42)	4.20 (2.59)	**	3.00 (1.73)	**	5.50 (2.89)	**	**
Other	79	5.94 (2.69)	6.28 (2.74)	**	N/A	5.98 (2.60)	5.63 (2.67)	6.40 (2.61)	4.59 (2.55)	**	7.50 (1.58)	5.57 (2.57)	7.00 (2.90)
Rank													
Lecturer	97	6.33 (2.61)	4.75 (2.46)	6.75 (2.75)	5.67 (4.16)	6.69 (2.44)	6.25 (2.83)	6.83 (2.32)	7.64 (1.91)	5.40 (3.85)	6.50 (1.96)	6.71 (2.40)	**
Instructor (Rank 2)	217	5.82 (2.39)	5.73 (2.28)	5.36 (2.10)	5.40 (3.05)	6.02 (2.46)	5.11 (2.72)	7.14 (2.91)	6.26 (2.21)	5.53 (2.37)	6.25 (2.46)	5.77 (2.31)	6.56 (2.07)
Assistant Professor (Rank 3)	258	5.36 (2.53)	5.05 (2.43)	5.88 (2.37)	5.17 (2.56)	5.60 (2.64)	3.00 (1.63)	6.38 (2.25)	4.97 (2.39)	4.22 (2.49)	6.77 (3.19)	6.00 (2.34)	7.63 (1.92)
Associate Professor (Rank 4)	243	5.14 (2.64)	5.14 (2.65)	4.52 (2.25)	4.86 (3.63)	5.46 (2.73)	5.27 (3.07)	5.25 (2.49)	3.31 (1.89)	6.33 (2.25)	8.33 (1.21)	6.00 (1.79)	**
Full Professor (Rank 5)	372	5.37 (2.68)	5.36 (2.71)	4.11 (2.56)	5.57 (3.26)	5.57 (2.63)	5.00 (2.61)	4.58 (2.63)	5.69 (2.89)	4.75 (2.75)	5.83 (2.79)	6.63 (1.85)	6.44 (2.24)
Appointment													
9-month	730	5.33 (2.65)	4.89 (2.58)	4.97 (2.53)	4.85 (2.90)	5.92 (2.63)	5.50 (2.75)	5.84 (2.55)	5.85 (2.60)	5.14 (2.63)	6.06 (2.91)	6.41 (2.31)	7.25 (1.98)
11-month	534	5.81 (2.48)	5.86 (2.49)	5.68 (2.10)	7.75 (2.63)	5.73 (2.57)	5.21 (3.09)	5.90 (2.95)	4.93 (2.59)	5.00 (2.60)	6.90 (1.77)	5.52 (1.97)	6.53 (2.33)
Gender													
Female	682	5.58 (2.60)	5.51 (2.58)	5.72 (2.29)	5.00 (3.05)	5.68 (2.65)	4.82 (2.72)	5.41 (2.71)	5.18 (2.69)	4.97 (2.65)	6.65 (2.29)	6.14 (2.29)	7.44 (1.92)
Male	548	5.57 (2.59)	5.32 (2.54)	4.55 (2.50)	5.67 (2.99)	6.19 (2.54)	6.29 (2.95)	6.41 (2.58)	5.96 (2.48)	5.79 (2.30)	6.15 (3.10)	6.29 (2.24)	6.15 (2.30)
Race/Ethnicity													
Minority	550	5.74 (2.62)	5.80 (2.55)	5.34 (2.38)	5.00 (3.05)	5.80 (2.68)	5.16 (2.82)	5.65 (2.69)	5.56 (2.72)	4.95 (3.03)	6.26 (2.56)	6.23 (2.16)	6.82 (2.24)
Non-Minority	656	5.51 (2.55)	5.29 (2.53)	5.15 (2.46)	5.57 (3.11)	6.02 (2.51)	5.42 (3.00)	6.69 (2.68)	5.50 (2.51)	5.43 (2.24)	6.72 (2.70)	6.03 (2.22)	7.00 (2.04)

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 W. Faculty Change in Morale Since 2006: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,300	4.54 (2.64)	4.32 (2.54)	4.11 (2.40)	4.03 (2.51)	4.98 (2.76)	4.38 (2.83)	5.02 (2.88)	4.73 (2.79)	3.96 (2.45)	5.60 (2.77)	5.30 (2.46)	6.06 (2.29)
Classification													
Instructional	813	4.32 (2.58)	4.03 (2.43)	3.76 (2.16)	3.64 (2.48)	4.85 (2.78)	4.00 (2.86)	4.86 (2.95)	4.82 (2.75)	3.70 (2.30)	5.31 (2.98)	5.28 (2.39)	5.90 (2.31)
Librarian	37	3.86 (2.10)	3.58 (2.26)	**	N/A	4.20 (1.93)	N/A	4.00 (3.61)	**	N/A	N/A	4.50 (.71)	**
Researcher	65	4.60 (2.67)	4.63 (2.69)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	149	5.01 (2.56)	5.09 (2.55)	4.92 (2.87)	**	4.45 (2.58)	**	4.50 (3.70)	**	**	**	N/A	**
County Agent	9	4.78 (2.73)	4.78 (2.73)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	93	5.57 (2.83)	3.36 (2.37)	5.75 (3.77)	6.00 (2.65)	5.94 (2.71)	5.32 (3.07)	5.83 (1.94)	7.21 (2.52)	4.40 (3.29)	5.80 (2.20)	5.85 (2.85)	**
Multiple classification	41	4.49 (2.74)	4.89 (2.87)	**	**	3.80 (2.65)	2.60 (1.52)	N/A	2.57 (1.62)	**	6.00 (3.83)	**	**
Other	79	5.08 (2.85)	5.28 (3.12)	**	N/A	5.14 (2.76)	4.88 (2.42)	6.40 (2.61)	3.41 (2.37)	**	6.50 (2.12)	5.00 (2.89)	6.33 (3.14)
Rank													
Lecturer	93	5.57 (2.83)	3.36 (2.37)	5.75 (3.77)	6.00 (2.65)	5.94 (2.71)	5.32 (3.07)	5.83 (1.94)	7.21 (2.52)	4.40 (3.29)	5.80 (2.20)	5.85 (2.85)	**
Instructor (Rank 2)	218	4.96 (2.50)	4.91 (2.28)	3.43 (2.38)	4.80 (2.95)	5.26 (2.58)	4.28 (2.76)	6.88 (2.95)	5.31 (2.31)	4.67 (2.25)	5.44 (2.78)	5.15 (2.34)	5.89 (2.26)
Assistant Professor (Rank 3)	260	4.27 (2.50)	4.00 (2.36)	4.76 (2.22)	2.50 (1.22)	4.57 (2.65)	2.14 (1.46)	5.38 (2.50)	3.97 (2.33)	3.06 (2.36)	5.92 (2.87)	5.08 (2.62)	6.38 (2.07)
Associate Professor (Rank 4)	244	4.13 (2.62)	4.06 (2.57)	3.81 (2.40)	3.43 (2.64)	4.55 (2.84)	4.17 (2.89)	4.63 (2.77)	3.06 (2.52)	4.67 (3.01)	7.00 (2.19)	4.33 (2.34)	**
Full Professor (Rank 5)	373	4.35 (2.71)	4.28 (2.65)	3.47 (2.29)	4.50 (2.51)	4.65 (2.94)	4.18 (2.75)	3.47 (2.61)	4.72 (3.16)	2.50 (1.73)	5.13 (3.15)	6.13 (2.17)	5.56 (2.88)
Appointment													
9-month	729	4.34 (2.65)	3.87 (2.47)	3.93 (2.38)	3.74 (2.47)	4.97 (2.78)	4.40 (2.89)	4.89 (2.85)	5.12 (2.83)	3.84 (2.38)	5.30 (2.90)	5.69 (2.53)	6.13 (2.23)
11-month	532	4.79 (2.60)	4.74 (2.54)	4.52 (2.45)	6.20 (1.30)	4.97 (2.76)	4.71 (2.76)	5.19 (3.06)	3.90 (2.62)	4.11 (2.93)	6.25 (2.22)	4.61 (2.35)	5.93 (2.49)
Gender													
Female	677	4.56 (2.63)	4.37 (2.55)	4.56 (2.43)	4.13 (2.47)	4.79 (2.76)	4.00 (2.60)	4.45 (2.92)	4.38 (2.78)	3.67 (2.57)	5.93 (2.45)	5.26 (2.59)	6.65 (2.18)
Male	550	4.54 (2.63)	4.28 (2.47)	3.66 (2.35)	4.25 (2.59)	5.25 (2.79)	5.20 (3.41)	5.64 (2.80)	5.13 (2.84)	4.60 (2.14)	5.19 (3.13)	5.33 (2.48)	5.38 (2.40)
Race/Ethnicity													
Minority	547	4.75 (2.74)	4.61 (2.61)	4.66 (2.73)	3.50 (1.93)	4.93 (2.87)	4.16 (2.97)	4.75 (2.88)	4.85 (3.00)	3.59 (2.59)	5.64 (2.75)	5.50 (2.45)	5.69 (2.33)
Non-Minority	657	4.51 (2.55)	4.27 (2.49)	3.94 (2.22)	5.00 (2.59)	5.11 (2.65)	4.64 (2.75)	6.06 (2.82)	4.55 (2.55)	4.32 (2.31)	5.69 (2.87)	5.11 (2.53)	6.47 (2.26)

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

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

Appendix X. Likelihood to Leave: Means and Standard Deviations by Classification, Rank, Appointment Period, Gender, 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	1,302	2.52 (1.40)	2.68 (1.41)	2.58 (1.39)	2.44 (1.38)	2.29 (1.36)	2.71 (1.53)	1.95 (1.23)	2.40 (1.35)	2.67 (1.43)	1.99 (1.29)	2.15 (1.26)	2.34 (1.18)
Classification													
Instructional	808	2.51 (1.39)	2.77 (1.42)	2.70 (1.38)	2.14 (1.19)	2.20 (1.31)	2.60 (1.56)	2.02 (1.32)	2.15 (1.21)	2.62 (1.41)	2.03 (1.35)	2.09 (1.18)	2.36 (1.16)
Librarian	38	2.22 (1.20)	2.38 (1.33)	**	N/A	1.86 (.90)	N/A	1.67 (1.15)	2.67 (.58)	N/A	N/A	**	**
Researcher	65	2.85 (1.46)	2.85 (1.47)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specialist	150	2.45 (1.32)	2.37 (1.30)	2.88 (1.51)	**	2.50 (1.16)	**	2.25 (.96)	**	**	**	N/A	**
County Agent	9	1.78 (1.39)	1.78 (1.39)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lecturer	96	2.46 (1.48)	3.09 (1.57)	1.63 (.75)	2.67 (2.08)	2.37 (1.46)	2.75 (1.56)	1.70 (1.30)	2.39 (1.57)	2.80 (1.79)	2.50 (1.43)	2.00 (1.26)	**
Multiple classification	42	2.95 (1.38)	2.92 (1.34)	**	**	3.13 (1.46)	2.60 (1.56)	**	4.00 (1.14)	**	2.25 (1.04)	**	**
Other	79	2.41 (1.44)	2.56 (1.41)	**	N/A	2.44 (1.46)	3.06 (1.68)	1.40 (.89)	3.00 (1.46)	**	1.30 (.67)	3.07 (1.54)	2.50 (.84)
Rank													
Lecturer	96	2.46 (1.48)	3.09 (1.57)	1.63 (.75)	2.67 (2.08)	2.37 (1.46)	2.75 (1.56)	1.70 (1.30)	2.39 (1.57)	2.80 (1.79)	2.50 (1.43)	2.00 (1.26)	**
Instructor (Rank 2)	219	2.59 (1.38)	2.92 (1.41)	2.39 (1.39)	1.60 (.89)	2.43 (1.34)	2.94 (1.61)	1.50 (.76)	2.33 (1.24)	2.81 (1.30)	2.03 (1.20)	2.81 (1.53)	2.17 (.94)
Assistant Professor (Rank 3)	259	2.56 (1.32)	2.85 (1.33)	2.74 (1.43)	2.25 (.88)	2.27 (1.27)	3.00 (1.44)	1.78 (.93)	2.39 (1.31)	2.86 (1.62)	1.58 (.91)	2.21 (1.01)	2.69 (1.33)
Associate Professor (Rank 4)	241	2.55 (1.41)	2.76 (1.43)	2.71 (1.38)	2.43 (1.30)	2.06 (1.30)	1.67 (1.23)	1.81 (1.13)	2.97 (1.41)	2.10 (.55)	1.83 (1.60)	1.67 (1.03)	**
Full Professor (Rank 5)	369	2.39 (1.42)	2.43 (1.42)	3.08 (1.46)	2.00 (1.20)	2.23 (1.41)	3.32 (1.45)	2.37 (1.57)	2.24 (1.37)	2.50 (1.91)	1.90 (1.38)	1.50 (1.07)	2.39 (1.32)
Appointment													
9-month	727	2.53 (1.41)	2.87 (1.42)	2.60 (1.42)	2.20 (1.30)	2.22 (1.34)	2.59 (1.53)	1.83 (1.25)	2.26 (1.25)	2.62 (1.46)	2.07 (1.40)	2.04 (1.15)	2.06 (1.22)
11-month	533	2.48 (1.36)	2.49 (1.37)	2.54 (1.34)	3.20 (1.30)	2.37 (1.35)	2.43 (1.44)	2.21 (1.20)	2.67 (1.49)	3.06 (1.33)	1.78 (1.06)	2.35 (1.39)	2.63 (1.14)
Gender													
Female	682	2.45 (1.39)	2.61 (1.41)	2.24 (1.39)	2.47 (1.29)	2.31 (1.37)	2.87 (1.54)	1.98 (1.27)	2.42 (1.38)	2.70 (1.45)	1.66 (.98)	2.19 (1.31)	2.31 (1.28)
Male	548	2.59 (1.39)	2.80 (1.40)	2.97 (1.33)	2.09 (1.24)	2.24 (1.34)	2.40 (1.59)	1.95 (1.21)	2.36 (1.35)	2.53 (1.41)	2.46 (1.55)	2.05 (1.15)	2.42 (1.12)
Race/Ethnicity													
Minority	548	2.42 (1.37)	2.61 (1.41)	2.33 (1.33)	2.50 (1.38)	2.28 (1.35)	2.46 (1.47)	2.14 (1.27)	2.44 (1.42)	2.74 (1.67)	1.90 (1.12)	2.32 (1.19)	2.15 (1.27)
Non-Minority	658	2.55 (1.41)	2.70 (1.42)	2.61 (1.44)	2.17 (1.28)	2.28 (1.36)	3.00 (1.62)	1.44 (.85)	2.34 (1.29)	2.66 (1.28)	1.98 (1.40)	2.05 (1.33)	2.57 (1.07)

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

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

UNIVERSITY OF HAWAI‘I THE QUALITY OF FACULTY WORKLIFE

This instrument has been developed to examine the quality of worklife among faculty throughout the University of Hawai‘i system and to identify areas for improving faculty job satisfaction. Participation in this research project is completely voluntary. By completing this survey, you are granting the consent for the confidential use of this information. Your responses are very important to the representativeness of the results. Your **confidentiality is protected** because this survey is completely anonymous. If you have any questions about your rights as a participant in this study, you may contact the UH Committee on Human Studies (956-5007).

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

	Strongly Disagree		Neutral		Strongly Agree	Not Applicable
<u>Professional worklife</u>						
1. My undergraduate teaching load is appropriate.	SD	D	N	A	SA	NA
2. My graduate teaching load is appropriate.	SD	D	N	A	SA	NA
3. Committee load is evenly distributed in my unit.	SD	D	N	A	SA	NA
4. Advising load is evenly distributed in my unit.	SD	D	N	A	SA	NA
5. Service to my campus is rewarding for me.	SD	D	N	A	SA	NA
6. Service to the community is rewarding for me.	SD	D	N	A	SA	NA
7. Consulting opportunities are available to me.	SD	D	N	A	SA	NA
8. Support for my professional travel is adequate.	SD	D	N	A	SA	NA
9. Graduate assistant support is available to me.	SD	D	N	A	SA	NA
10. I have sufficient clerical support.	SD	D	N	A	SA	NA
11. Institutional funds for research/scholarship are accessible.	SD	D	N	A	SA	NA
12. Access to extramural research funds for research/training is well-supported.	SD	D	N	A	SA	NA
13. Opportunities for professional development are supported.	SD	D	N	A	SA	NA
14. My physical work environment is pleasant.	SD	D	N	A	SA	NA
15. I feel safe from violence (physical and/or emotional) in my work setting.	SD	D	N	A	SA	NA
16. I feel free to stand up/speak out against prejudice, discrimination, racism, homophobia, etc.	SD	D	N	A	SA	NA
17. My access to parking is adequate.	SD	D	N	A	SA	NA
18. The reputation of UH is an asset to me.	SD	D	N	A	SA	NA
<u>Reward/evaluation system</u>						
19. My campus rewards teaching.	SD	D	N	A	SA	NA
20. My campus rewards research/scholarship.	SD	D	N	A	SA	NA
21. My campus rewards service.	SD	D	N	A	SA	NA
22. I am provided appropriate feedback at contract renewal time.	SD	D	N	A	SA	NA
23. The process for tenure is fair.	SD	D	N	A	SA	NA
24. The process for promotion is fair.	SD	D	N	A	SA	NA
25. Post-tenure review is useful.	SD	D	N	A	SA	NA

	Strongly Disagree		Neutral		Strongly Agree	Not Applicable
<u>Collegial relations</u>						
26. I have good relations with my chair.	SD	D	N	A	SA	NA
27. I receive support for my career from my chair.	SD	D	N	A	SA	NA
28. My social fit with my department/unit is good.	SD	D	N	A	SA	NA
29. My intellectual fit with my department/unit is good.	SD	D	N	A	SA	NA
30. Relations within my department/unit are collegial.	SD	D	N	A	SA	NA
31. Relations among faculty on my campus are collegial.	SD	D	N	A	SA	NA
<u>Students</u>						
32. Undergraduate students are enthusiastic.	SD	D	N	A	SA	NA
33. Graduate students are enthusiastic.	SD	D	N	A	SA	NA
34. Undergraduate students are prepared for my classes.	SD	D	N	A	SA	NA
35. Graduate students are prepared for my classes.	SD	D	N	A	SA	NA
36. My campus supports undergraduates.	SD	D	N	A	SA	NA
37. My campus supports graduate students.	SD	D	N	A	SA	NA
<u>Faculty Governance</u>						
Faculty input at the department level is adequate for:						
38. academic decisions	SD	D	N	A	SA	NA
39. budget decisions	SD	D	N	A	SA	NA
40. personnel decisions	SD	D	N	A	SA	NA
Faculty input at the college/unit level is adequate for:						
41. academic decisions	SD	D	N	A	SA	NA
42. budget decisions	SD	D	N	A	SA	NA
43. personnel decisions	SD	D	N	A	SA	NA
Faculty input at the university level is adequate for:						
44. academic decisions	SD	D	N	A	SA	NA
45. budget decisions	SD	D	N	A	SA	NA
46. personnel decisions	SD	D	N	A	SA	NA
47. Protection of academic freedom is ensured.	SD	D	N	A	SA	NA
<u>Personal Factors</u>						
48. My housing is adequate for my needs.	SD	D	N	A	SA	NA
49. My standard of living is adequate.	SD	D	N	A	SA	NA
50. I am satisfied with my current salary.	SD	D	N	A	SA	NA
51. Fringe benefits meet my needs.	SD	D	N	A	SA	NA
52. Retirement benefits meet my expectations.	SD	D	N	A	SA	NA
<u>Support Services</u>						
53. Library resources are adequate to support my work.	SD	D	N	A	SA	NA
54. Research support services are sufficient.	SD	D	N	A	SA	NA
55. Instructional support services are adequate.	SD	D	N	A	SA	NA
56. Technological support services are adequate.	SD	D	N	A	SA	NA
57. Facilities are repaired & maintained.	SD	D	N	A	SA	NA
58. Computing facilities meet my needs.	SD	D	N	A	SA	NA

Please take a moment to review the issues/factors 1-58 listed, and list **three** of these factors (or others) that have the most **negative** impact on your worklife.

1. _____ 2. _____ 3. _____

Please take a moment to review the issues/factors 1-58 listed, and list **three** of these factors (or others) that have the most **positive** impact on your worklife.

1. _____ 2. _____ 3. _____

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

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

	Weak Advocacy			Strong Advocacy		
59. Your Department/Division Chair	1	2	3	4	5	NA
60. Your Dean/Director	1	2	3	4	5	NA
61. Central Administration	1	2	3	4	5	NA
62. Your Chancellor	1	2	3	4	5	NA
63. University President	1	2	3	4	5	NA
64. Board of Regents	1	2	3	4	5	NA
65. Legislature	1	2	3	4	5	NA
66. Governor	1	2	3	4	5	NA
67. Community Members	1	2	3	4	5	NA
68. College Senate	1	2	3	4	5	NA
69. Campus Senate	1	2	3	4	5	NA
70. Collective Bargaining Unit	1	2	3	4	5	NA

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

	Low Confidence			High Confidence		
71. Your Department/Division Chair	1	2	3	4	5	NA
72. Your Dean/Director	1	2	3	4	5	NA
73. Central Administration	1	2	3	4	5	NA
74. Your Chancellor	1	2	3	4	5	NA
75. University President	1	2	3	4	5	NA
76. Board of Regents	1	2	3	4	5	NA
77. College Senate Exec. Committee	1	2	3	4	5	NA
78. Campus Senate Exec. Committee	1	2	3	4	5	NA
79. Collective Bargaining Unit	1	2	3	4	5	NA

Future Plans

By 2016 (two years from today):

	Not Likely				Very Likely
80. How likely are you to leave your current position?	1	2	3	4	5
81. How likely are you to seek another job within the institution or system?	1	2	3	4	5
82. How likely are you to leave the institution?	1	2	3	4	5
83. How likely are you to leave your career/profession?	1	2	3	4	5

Worklife

Please indicate the extent of your agreement on each of the following statements about your worklife.

	Strongly Disagree		Neutral		Strongly Agree
84. I feel appreciated for my work.	SD	D	N	A	SA
85. I am enthusiastic about my work.	SD	D	N	A	SA
86. I am intellectually stimulated by my work.	SD	D	N	A	SA
87. I enjoy my faculty position.	SD	D	N	A	SA
88. I share a common purpose with my colleagues.	SD	D	N	A	SA
89. I have sufficient autonomy in my work.	SD	D	N	A	SA
90. My work responsibilities are well-balanced.	SD	D	N	A	SA

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

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

Campus

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

	Strongly Disagree		Neutral		Strongly Agree
91. There is a sense of community on my campus.	SD	D	N	A	SA
92. I am loyal to this campus.	SD	D	N	A	SA
93. My campus is a good place to work.	SD	D	N	A	SA
94. This campus values the faculty.	SD	D	N	A	SA
95. This campus supports my scholarly goals.	SD	D	N	A	SA
96. This is a fair campus.	SD	D	N	A	SA
97. I am proud to work at this campus.	SD	D	N	A	SA

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

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

How do you perceive your personal morale, with respect to your institutional experience, has changed since 2006 (the time of the last survey) or since you became a faculty member at your institution?

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

Faculty Allocation of Time

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

A. Percent of work time spent	Please write in a percentage on each line. If not sure, give your best estimate; if none, write in "0".	B. Percent of work time preferred
%	a. Teaching (including teaching, grading papers, preparing courses; developing new curricula; advising or supervising students; working with student organizations or intramural athletics)	%
%	b. Research/Scholarship (including research; reviewing or preparing articles or books; attending or preparing for professional meetings or conferences; reviewing proposals; seeking outside funding; giving performances or exhibitions in the fine or applied arts, or giving speeches)	%
%	c. Professional Growth (including taking courses, pursuing an advanced degree; other professional development activities, such as practice or activities to remain current in your field)	%
%	d. Administration	%
%	e. Outside Consulting or Freelance Work	%
%	f. Service/Other Non-Teaching Activities (including providing legal or medical services or psychological counseling to clients or patients; paid or unpaid community or public service, service to professional societies/associations; other activities or work not listed in a-e)	%
100%	Please be sure that the percentages you provide add up to 100% of the total time.	100%

Demographic Information

You are almost finished! Please indicate your faculty classification, rank, gender, and race/ethnicity:

Faculty classification:

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

Rank:

☐ Dept. Chair ☐ Non-Dept. Chair
☐ Rank 2 ☐ Rank 3 ☐ Rank 4 ☐ Rank 5
 (Note: If multiple classification, select highest rank)

If lecturer:

☐ Lecturer A ☐ Lecturer B ☐ Lecturer C

Full-time/Part-time Status:

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

Tenure:

☐ Tenured ☐ Tenure track ☐ Non-tenure track

Gender:

☐ Female ☐ Male

Race/Ethnicity (select all that apply):**Native Hawaiian or Pacific Islander:**

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

☐ Caucasian or White
☐ African American or Black
☐ American Indian/Alaskan Native
☐ Hispanic

Asian:

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

Number of years as a faculty member at your institution _____

Current appointment: _____ 9-month _____ 11-month

Lastly, please indicate your locus of appointment (home base school/college/division).

University of Hawai‘i at Mānoa

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

University of Hawai‘i at Hilo

College of Agriculture, Forestry, & Natural Resource Management	_____	College of Business and Economics	_____
College of Arts & Sciences:	_____	Ka Haka ‘Ula O Ke‘elikōlani	_____
Arts & Humanities	_____	College of Pharmacy	_____
Natural Sciences	_____	Academic Affairs/Services/Support	_____
School of Nursing	_____	Student Affairs/Services/Support	_____
Social Sciences	_____	Other: _____	_____

University of Hawai‘i–West O‘ahu

Education	_____	General	_____
Humanities	_____	Academic Affairs/Services/Support	_____
Natural Sciences	_____	Student Affairs/Services/Support	_____
Professional Studies	_____	Other: _____	_____
Social Sciences	_____		

University of Hawai‘i Community Colleges

Hawai‘i	_____	Kaua‘i	_____	Maui	_____
Honolulu	_____	Leeward	_____	Windward	_____
Kapi‘olani	_____				
Hawaiian Studies	_____	Food Services	_____		
Liberal Arts	_____	Health Services	_____		
Natural Sciences	_____	Public Services	_____		
Social Sciences	_____	Technology	_____		
Teaching	_____	Academic Affairs/Services/Support	_____		
Business Education	_____	Student Affairs/Services/Support	_____		
		Other: _____	_____		

Please feel free to make other comments.

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