

Appendix 4
Table 4.1: Demographics – Appointed Personnel

Demographic	N (%)
Administrative Unit	
Academics	119 (14.4)
Business/Administrative Services	104 (12.6)
External Affairs	54 (6.5)
Research	252 (30.5)
Student/Campus Life	131 (15.9)
Other	142 (17.2)
Blank	24 (2.9)
Number of Years at Present Job	
Less than one year	45 (5.4)
1 – 5 years	492 (59.6)
6 – 10 years	161 (19.4)
11 – 15 years	72 (8.6)
16 – 20 years	28 (3.3)
21 – 25 years	12 (1.4)
26 or more	4 (0.4)
Blank	12 (1.5)
Number of Years at the University of Arizona	
Less than one year	29 (3.5)
1 – 5 years	312 (37.7)
6 – 10 years	168 (20.3)
11 – 15 years	143 (17.3)
16 – 20 years	84 (10.1)
21 – 25 years	52 (6.2)
26 or more	29 (3.5)
Blank	9 (1.1)

Table 4.1 continued

Demographic	N (%)
Work Location	
Main campus	678 (82.1)
Branch campus	47 (5.7)
Off-campus	80 (9.7)
Pay Range	
Less than \$24,999	29 (3.5)
\$25,000 – 35,000	168 (20.3)
\$35,001 – 45,000	164 (19.9)
\$45,001 – 55,000	148 (17.9)
\$55,001 – 65,000	119 (14.4)
\$65,001 or above	185 (22.4)
Blank	13 (1.6)
Job Classification	
Full-time status	722 (87.4)
Part-time status	72 (8.7)
Blank	31 (3.8)
Eligible for benefits	416 (50.4)
Ineligible for benefits	13 (1.6)
Blank	397 (48.1)
Gender	
Female	419 (50.7)
Male	309 (47.2)
Blank	17 (2.1)
Source of Funding	
Soft funds (grants/extramural)	258 (31.2)
Hard funds (general/auxiliary)	391 (47.3)
Both	150 (18.2)
Blank	27 (3.3)

Table 4.1 continued

Demographic	N (%)
Race/Ethnicity	
American Indian or Alaskan	3 (0.4)
Asian or Pacific Islander	60 (7.3)
Black, non-Hispanic	30 (3.6)
Hispanic	52 (6.3)
White, non-Hispanic	640 (77.5)
Other	23 (2.8)
Blank	18 (2.2)
Citizenship	
United States citizen	691 (83.7)
Not a citizen	118 (14.3)
Blank	17 (2.1)
Minority status within unit/department	
Minority by gender	190 (23.0)
Blank	24 (2.9)
Minority by race or ethnicity	163 (19.7)
Blank	19 (2.3)
Management Responsibility	
Supervises other staff	458 (55.4)
Does not supervise	359 (43.5)
Blank	9 (1.1)

Table 4.2: Descriptives on All Items – Appointed Personnel

Item	Satisfaction*			Importance**		Weighted Satisfaction*** Mean (SD)
	%<0 (N)	%0 (N)	%>0 (N)	N	Mean (SD)	
A. Career Development						
1. Financial support for professional activities	32.3 (267)	20.2 (167)	46.7 (386)	812	4.13 (.94)	.84 (5.86)
2. Opportunities for career/skill development	22.5 (186)	20.7 (171)	55.8 (461)	813	4.20 (.94)	2.19 (5.45)
3. Release time for professional development	15.0 (124)	25.5 (211)	57.3 (473)	799	3.97 (1.01)	3.02 (5.32)
4. Encouragement for professional development	21.4 (177)	24.2 (200)	53.4 (441)	809	4.03 (1.05)	2.22 (5.66)
5. Opportunities for promotion	43.0 (355)	28.3 (234)	26.8 (221)	803	4.02 (1.08)	-1.48 (5.56)
6. Opportunities for lateral transfers	22.6 (187)	54.2 (448)	19.1 (158)	789	3.01 (1.29)	-.43 (3.66)
7. Vacancies fairly publicized	12.8 (106)	40.8 (337)	43.2 (357)	789	3.40 (1.22)	1.54 (4.06)
8. Fair hiring practices within the U of A	17.3 (143)	33.4 (276)	46.6 (385)	797	4.01 (1.09)	1.60 (4.86)
9. Availability of mentoring	28.9 (239)	37.4 (309)	32.2 (266)	807	3.49 (1.23)	.10 (4.96)
B. Leadership and Supervision						
10. Strength of leadership in my unit	26.9 (222)	12.3 (102)	59.1 (488)	800	4.47 (.79)	2.35 (6.64)
11. Confidence in leadership in my unit	26.3 (217)	12.0 (99)	59.7 (493)	800	4.51 (.76)	2.49 (6.72)
12. Training of supervisors	30.9 (255)	29.9 (247)	35.7 (295)	783	4.00 (.98)	.17 (5.46)
13. Opportunities to evaluate supervisors	45.4 (375)	26.9 (222)	23.2 (192)	778	3.75 (1.11)	-1.71 (5.37)
14. Communication with supervisors	16.8 (139)	14.2 (117)	66.1 (546)	789	4.47 (.79)	3.63 (5.88)
15. Openness to input from staff	17.6 (145)	16.3 (135)	63.1 (521)	784	4.36 (.81)	3.19 (5.70)
16. Protection for “whistle-blowing”	14.8 (122)	49.6 (410)	28.9 (239)	759	3.84 (1.17)	.79 (4.92)

*%<0 = not satisfied, %0 = neutral, %>0 = satisfied

**scale is 1 = not important, 5 = very important

***satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important

Table 4.2 continued

Item	Satisfaction*			Importance**		Weighted Satisfaction*** Mean (SD)
	%<0 (N)	%0 (N)	%>0 (N)	N	Mean (SD)	
17. Climate of trust and mutual respect	26.8 (221)	12.8 (106)	58.2 (481)	797	4.59 (.69)	2.37 (6.59)
18. Climate of ethical conduct	16.3 (135)	16.8 (139)	63.8 (527)	789	4.60 (.71)	3.65 (5.98)
C. Evaluation and Recognition						
19. Accuracy of my job description	14.8 (122)	19.0 (157)	64.3 (531)	797	3.85 (1.10)	3.10 (5.11)
20. Clear performance criteria outlined for my job	20.8 (172)	23.8 (197)	52.8 (436)	796	3.97 (1.02)	2.08 (5.36)
21. Evaluation conducted fairly	11.6 (96)	23.5 (194)	61.3 (506)	790	4.37 (.87)	3.53 (5.46)
22. Clear evaluation procedures	21.1 (174)	24.2 (200)	50.8 (420)	789	4.15 (.95)	2.09 (5.71)
23. Sufficient guidance from supervisor	19.0 (157)	19.4 (160)	59.4 (491)	798	4.11 (.99)	2.66 (5.74)
24. Feedback received on my performance	19.4 (160)	19.1 (158)	59.0 (487)	793	4.24 (.88)	2.59 (5.74)
25. Opportunity to respond to evaluation	11.9 (98)	25.2 (208)	59.1 (488)	785	4.10 (.99)	3.34 (5.38)
26. Sanctions for poor performance	14.0 (116)	55.2 (456)	21.2 (175)	749	3.70 (1.20)	.48 (4.34)
27. Equity in merit pay increases	38.3 (316)	25.1 (207)	31.5 (260)	777	4.33 (.91)	-1.01 (6.31)
28. Recognition given for my contributions to my unit	28.6 (236)	19.9 (164)	48.5 (401)	795	4.29 (.90)	1.26 (6.30)
29. Recognition given for my expertise	27.5 (227)	18.0 (149)	52.1 (430)	798	4.30 (.88)	1.49 (6.37)
D. Intra-Department Relations						
30. Sense of teamwork with my colleagues	17.3 (143)	15.9 (131)	64.6 (534)	797	4.46 (.74)	3.41 (5.61)
31. Communication within my unit	20.8 (172)	12.5 (103)	64.2 (530)	797	4.48 (.73)	3.02 (5.80)

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Table 4.2 continued

Item	Satisfaction*			Importance**		Weighted Satisfaction*** Mean (SD)
	%<0 (N)	%0 (N)	%>0 (N)	N	Mean (SD)	
32. Turnover of personnel	15.9 (131)	37.0 (306)	42.5 (351)	775	3.74 (1.05)	1.59 (4.96)
33. Ethnic diversity of staff	15.7 (130)	30.9 (255)	50.4 (416)	791	3.58 (1.24)	2.01 (4.87)
34. Gender diversity of staff	13.9 (115)	30.9 (255)	52.3 (432)	789	3.57 (1.22)	2.36 (4.73)
35. Fair treatment within my unit	12.0 (99)	20.6 (170)	64.2 (530)	793	4.41 (.82)	3.87 (5.53)
36. Treatment as a result of my sex/gender	7.4 (61)	31.6 (261)	57.3 (473)	783	3.88 (1.26)	3.59 (4.92)
37. Treatment as a result of my race/ethnicity	5.2 (43)	36.3 (300)	53.9 (445)	774	3.80 (1.30)	3.55 (4.68)
38. Treatment as a result of my age	6.2 (51)	36.7 (303)	54.0 (446)	776	3.78 (1.22)	3.31 (4.57)
39. Treatment as a result of my sexual orientation	1.9 (16)	45.6 (377)	46.1 (381)	757	3.46 (1.38)	3.13 (4.12)
40. Treatment as a result of my disability <i>N/As excluded from calculation/percentages</i>	3.1 (9)	71.2 (205)	25.7 (74)	300	3.48 (1.36)	1.38 (3.63)
E. Working Conditions						
41. Adequate orientation	16.8 (139)	27.4 (226)	51.2 (423)	775	3.80 (1.04)	1.85 (4.93)
42. Fair workload distribution in my unit	25.5 (211)	20.6 (170)	50.0 (413)	780	4.04 (.90)	1.44 (5.49)
43. Overall workload of unit	25.7 (212)	23.1 (191)	47.7 (394)	779	4.05 (.90)	1.16 (5.34)
44. Adequate resources received by unit	37.8 (312)	17.9 (148)	41.4 (342)	784	4.33 (.76)	.03 (6.14)
45. The salary/wages I receive	44.1 (364)	14.0 (116)	40.3 (333)	798	4.39 (.78)	-.66 (6.34)
46. Condition of physical work environment	18.2 (150)	17.6 (145)	62.1 (513)	789	4.23 (.83)	3.20 (5.42)
47. Safe work environment	6.2 (51)	14.9 (123)	76.4 (631)	787	4.31 (.88)	5.13 (4.53)

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Table 4.2 continued

Item	Satisfaction*			Importance**		Weighted Satisfaction*** Mean (SD)
	%<0 (N)	%0 (N)	%>0 (N)	N	Mean (SD)	
48. Access to parking	34.6 (286)	17.9 (148)	43.9 (363)	788	3.83 (1.14)	.55 (6.31)
49. Affordability of parking	54.2 (448)	19.0 (157)	22.5 (186)	780	3.87 (1.11)	-2.39 (5.81)
50. Health plans	45.0 (372)	18.3 (151)	34.9 (288)	796	4.49 (.77)	-1.05 (6.22)
51. Retirement plans	12.6 (104)	24.2 (200)	60.7 (501)	793	4.41 (.85)	3.13 (4.99)
52. Education benefits	4.7 (39)	22.4 (185)	68.3 (564)	773	4.01 (1.08)	4.53 (4.42)
53. Child care <i>N/As excluded from calculation/percentages</i>	27.4 (105)	58.7 (225)	13.8 (53)	378	3.34 (1.51)	-1.23 (4.56)
54. Job security	26.4 (218)	23.6 (195)	46.4 (383)	782	4.30 (.89)	1.09 (5.74)
55. The reputation of the University of Arizona	9.2 (76)	18.6 (154)	69.5 (574)	796	4.16 (.97)	3.90 (4.65)
F. External Relations/Review and Intervention						
56. Professional relations with faculty	10.2 (84)	27.0 (223)	58.4 (482)	766	3.96 (.96)	3.02 (4.55)
57. Professional relations with senior administrators	13.4 (111)	26.5 (219)	55.6 (459)	769	3.97 (.99)	2.89 (4.92)
58. Professional relations with students	2.4 (20)	23.1 (191)	69.1 (571)	760	3.97 (1.10)	4.77 (4.19)
59. Professional relations with the public	3.8 (31)	28.5 (235)	62.2 (514)	759	3.84 (1.09)	3.92 (4.23)
60. Professional relations with other units	7.0 (58)	24.6 (203)	63.0 (520)	759	4.00 (.96)	3.51 (4.28)
61. Reviews of my program area <i>N/As excluded from calculation/percentages</i>	14.6 (72)	39.6 (195)	45.8 (226)	468	3.76 (1.00)	1.70 (4.50)
62. Oversight of budget expenditures <i>N/As excluded from calculation/percentages</i>	22.7 (119)	29.8 (156)	47.5 (249)	511	3.87 (.99)	1.42 (5.20)
63. U of A rules/procedures <i>N/As excluded from calculation/percentages</i>	22.6 (136)	36.2 (218)	41.2 (248)	572	3.80 (1.01)	.96 (4.51)

*%<0 = not satisfied, %0 = neutral, %>0 = satisfied

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Table 4.2 continued

Item	Satisfaction*			Importance**		Weighted Satisfaction*** Mean (SD)
	%<0 (N)	%0 (N)	%>0 (N)	N	Mean (SD)	
64. Federal regulations/mandates <i>N/As excluded from calculation/percentages</i>	14.1 (69)	48.8 (238)	37.1 (181)	468	3.65 (1.04)	1.18 (4.08)
65. State government intervention <i>N/As excluded from calculation/percentages</i>	36.3 (171)	44.8 (211)	18.9 (89)	455	3.61 (1.10)	-1.26 (4.60)
66. U of A support of grant seeking <i>N/As excluded from calculation/percentages</i>	18.0 (87)	33.5 (162)	48.6 (235)	466	3.92 (1.07)	1.71 (4.82)
67. U of A support of fundraising <i>N/As excluded from calculation/percentages</i>	18.4 (87)	42.2 (200)	39.5 (187)	457	3.76 (1.16)	1.14 (4.70)

*%<0 = not satisfied, %0 = neutral, %>0 = satisfied

**scale is 1 = not important, 5 = very important

***satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important

Table 4.3: Descriptives on Harassment and Discrimination – Appointed Personnel

Item	1	2	3	4	5*	N/A	Mean (SD)
	% (N)	% (N)	% (N)	% (N)	% (N)	% (N)	
I have experienced <i>harassment</i> based upon:							
68. Sex	77.1 (637)	17.4 (144)	1.1 (9)	0.7 (6)	0.6 (5)	0.4 (3)	1.25 (.58)
69. Race/ethnicity	85.6 (707)	8.8 (73)	1.3 (11)	1.1 (9)	0.1 (1)	0.2 (2)	1.16 (.49)
70. Sexual orientation	92.5 (764)	3.0 (25)	0.1 (1)	0.2 (2)	0.4 (3)	0.5 (4)	1.06 (.34)
71. Age	82.3 (680)	11.6 (96)	1.2 (10)	1.0 (8)	0.2 (2)	0.6 (5)	1.19 (.52)
72. Disability	48.5 (401)	1.8 (15)	0.6 (5)	0.1 (1)	0.4 (3)	45.0 (372)	1.09 (.46)
73. National origin	89.8 (742)	4.6 (38)	0.5 (4)	0.4 (3)	0.1 (1)	0.5 (4)	1.07 (.34)
74. Veteran status	51.1 (422)	0.4 (3)	0.1 (1)	0.1 (1)	0.0 (0)	43.9 (363)	1.02 (.19)
I have experienced <i>discrimination</i> based upon:							
75. Sex	76.8 (634)	16.4 (136)	1.6 (13)	0.8 (7)	0.6 (5)	0.1 (1)	1.25 (.59)
76. Race/ethnicity	84.6 (699)	9.6 (79)	1.2 (10)	0.7 (6)	0.4 (3)	0.2 (2)	1.16 (.50)
77. Sexual orientation	92.7 (766)	1.9 (16)	0.5 (4)	0.1 (1)	0.2 (2)	0.5 (4)	1.04 (.30)
78. Age	83.8 (692)	9.7 (80)	1.1 (9)	0.8 (7)	0.2 (2)	0.4 (3)	1.16 (.49)
79. Disability	49.6 (410)	1.1 (9)	0.1 (1)	0.0 (0)	0.4 (3)	44.4 (367)	1.05 (.38)
80. National origin	89.5 (739)	3.9 (32)	0.6 (5)	0.2 (2)	0.4 (3)	0.4 (3)	1.08 (.38)
81. Veteran status	50.5 (417)	0.6 (5)	0.1 (1)	0.0 (0)	0.0 (0)	43.7 (361)	1.02 (.15)

*scale: 1 = never; 2 = occasionally; 3 = often; 4 = frequently, 5 = very frequently

Table 4.4: Descriptives on Satisfaction – Appointed Personnel

Item	Agreement*		
	Disagree %<0 (N)	Neutral % 0 (N)	Agree %>0 (N)
82. There is sufficient variety in my job.	4.4 (36)	7.6 (63)	86.8 (717)
83. I enjoy working in my position.	4.7 (39)	6.9 (57)	87.4 (722)
84. I have input in deciding matters that affect my work.	8.2 (68)	8.7 (72)	81.8 (676)
85. I have a great deal of independence in my job.	4.1 (34)	8.1 (67)	86.9 (718)
86. I have the trust and confidence of my colleagues.	4.5 (37)	9.2 (76)	85.4 (705)
87. I like the work and responsibilities I have.	4.7 (39)	6.9 (57)	86.9 (718)
88. Compared to peers with similar experience and skills, my salary is fair.	41.9 (346)	16.6 (137)	39.0 (322)
89. I have positive working relationships with colleagues.	3.3 (27)	5.6 (46)	89.7 (741)

*scale = -2 to +2: -2 = strongly disagree, 0 = neutral, +2 = strongly agree

Table 4.5: Descriptives on Morale – Appointed Personnel

Item	Agreement*		
	Disagree %<0 (N)	Neutral % 0 (N)	Agree %>0 (N)
91. I am loyal to the University of Arizona.	5.0 (41)	16.7 (138)	75.4 (623)
92. The U of A is a good place to work.	5.8 (48)	12.1 (100)	79.4 (656)
93. U of A values its employees.	23.4 (193)	27.6 (228)	45.9 (379)
94. There is a sense of common purpose at U of A.	28.7 (237)	28.7 (237)	39.0 (322)
95. The U of A is a caring organization.	22.3 (184)	32.7 (270)	41.8 (345)
96. U of A is a fair institution.	13.6 (112)	32.4 (268)	50.8 (420)
97. I am proud to work for U of A.	3.4 (28)	19.5 (161)	74.3 (614)
98. I am committed to U of A.	5.2 (43)	20.0 (165)	71.7 (592)

*scale = -2 to +2: -2 = strongly disagree, 0 = neutral, +2 = strongly agree

Table 4.6: Descriptives on Future Plans – Appointed Personnel

Item	1	2	3	4	5*	Mean (SD)
	% (N)	% (N)	% (N)	% (N)	% (N)	
By 2003 (one year from today), how likely are you to:						
100. Leave your current position?	37.7 (311)	15.6 (129)	16.6 (137)	11.1 (92)	15.5 (128)	2.49 (1.49)
101. Seek a promotion within the U of A?	32.7 (270)	16.6 (137)	17.7 (146)	14.5 (120)	14.0 (116)	2.59 (1.46)
102. Make a lateral move within the U of A?	51.2 (423)	17.9 (148)	15.1 (125)	7.1 (59)	3.5 (29)	1.88 (1.15)
103. Leave the U of A?	40.6 (335)	17.7 (146)	14.6 (121)	11.1 (92)	12.2 (101)	2.34 (1.44)
104. Leave your career/profession?	66.7 (551)	14.0 (116)	9.9 (82)	2.8 (23)	2.4 (20)	1.54 (.97)
105. Leave to retire?	80.0 (661)	5.4 (45)	4.8 (40)	2.3 (19)	2.8 (23)	1.35 (.91)

*scale: 1 = not at all likely, 5 = very likely

Table 4.7: Weighted Satisfaction Means on Work Life Dimensions Reported by Demographics – Appointed Personnel

Demographics	Career Development Weighted Mean* (SD)	Leadership and Supervision Weighted Mean* (SD)	Evaluation and Recognition Weighted Mean* (SD)	Intra-Department Relations Weighted Mean* (SD)	Working Conditions Weighted Mean* (SD)	External Relations/Review and Intervention Weighted Mean* (SD)
OVERALL	1.03 (3.49)	1.80 (4.79)	1.94 (4.29)	2.05 (3.28)	.97 (2.90)	1.94 (2.66)
Administrative Unit						
Academics**	.98 (3.54)	1.67 (5.33)	1.74 (3.84)	2.43 (2.86)	.96 (2.62)	1.53 (1.94)
Business/Admin. Services	1.49 (3.34)	1.39 (4.65)	1.26 (4.32)	1.80 (3.53)	.73 (2.80)	1.55 (2.20)
External Affairs	.40 (3.29)	1.33 (4.95)	2.11 (4.46)	2.16 (3.72)	1.23 (3.03)	2.76 (2.76)
Research	.71 (3.07)	1.85 (4.20)	1.60 (3.83)	2.04 (2.95)	.77 (3.00)	1.68 (2.58)
Student/Campus Life	2.10 (3.22)	2.06 (4.83)	2.84 (4.22)	1.76 (4.18)	.92 (2.72)	2.20 (2.39)
Other	.90 (4.14)	2.37 (5.11)	2.42 (4.99)	2.43 (2.66)	1.75 (3.14)	2.58 (3.16)
Work Location						
Main campus	1.07 (3.50)	1.86 (4.73)	1.96 (4.31)	2.06 (3.16)	.95 (2.83)	1.95 (2.58)
Branch campus	1.03 (3.79)	2.52 (4.93)	2.17 (4.10)	2.90 (3.61)	1.30 (3.27)	2.01 (2.84)
Off-campus	.71 (3.15)	.78 (5.24)	1.64 (4.35)	1.79 (3.79)	1.29 (3.17)	2.13 (3.25)
Pay Range						
Less than \$24,999	.77 (2.61)	1.50 (4.31)	1.32 (3.64)	2.08 (3.67)	.30 (2.54)	.69 (1.10)
\$25,000 – 35,000	1.33 (3.42)	1.56 (5.05)	2.20 (4.16)	1.50 (3.79)	1.20 (3.30)	1.95 (2.44)
\$35,001 – 45,000	.44 (3.45)	.92 (4.58)	1.45 (4.23)	1.44 (3.53)	.50 (2.89)	1.13 (2.71)
\$45,001 – 55,000	.79 (3.55)	1.71 (4.78)	1.82 (4.35)	2.05 (3.52)	.81 (2.98)	2.12 (2.74)
\$55,001 – 65,000	1.33 (3.61)	1.91 (4.97)	1.31 (4.31)	2.42 (2.23)	.83 (2.66)	1.99 (2.77)

*Satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important.

Ns vary on each dimension due to missing data; *Indicates too few respondents to report; confidentiality may be compromised.

Table 4.7 continued

Demographics	Career Development Weighted Mean* (SD)	Leadership and Supervision Weighted Mean* (SD)	Evaluation and Recognition Weighted Mean* (SD)	Intra-Department Relations Weighted Mean* (SD)	Working Conditions Weighted Mean* (SD)	External Relations/Review and Intervention Weighted Mean* (SD)
\$65,001 or above	1.41 (3.47)	2.84 (4.59)	2.68 (4.46)	2.67 (3.01)	1.67 (2.75)	2.44 (2.71)
Number of years at U of A						
Less than one year	1.84 (2.47)	1.75 (3.63)	2.37 (3.39)	2.32 (3.12)	2.81 (2.79)	2.23 (3.03)
1 – 5	1.04 (3.21)	1.68 (4.70)	1.86 (4.21)	1.99 (3.51)	.80 (2.97)	1.51 (2.74)
6 – 10	.93 (3.69)	1.96 (5.09)	2.09 (4.35)	1.62 (2.77)	.72 (2.86)	2.46 (2.18)
11 – 15	.90 (3.95)	1.58 (4.90)	1.89 (4.72)	2.41 (3.56)	1.29 (2.88)	2.12 (2.69)
16 – 20	.73 (3.55)	1.63 (4.55)	1.56 (4.09)	1.86 (3.30)	.73 (2.72)	1.80 (2.72)
21 – 25	2.08 (3.03)	2.08 (5.11)	1.73 (4.33)	2.69 (3.21)	1.34 (2.62)	3.11 (3.33)
26 or more	.94 (3.41)	2.97 (4.45)	3.04 (3.26)	2.17 (2.28)	.94 (3.43)	1.51 (2.03)
Number of years at present job						
Less than one year	2.34 (2.83)	1.79 (4.18)	2.57 (4.14)	2.92 (3.22)	2.99 (3.06)	2.71 (3.38)
1 – 5	1.10 (3.36)	1.60 (4.85)	1.78 (4.33)	1.85 (3.36)	.86 (2.78)	1.62 (2.55)
6 – 10	.85 (3.79)	2.00 (4.87)	1.80 (4.26)	1.56 (3.12)	.56 (3.09)	2.33 (2.65)
11 – 15	.38 (3.73)	2.50 (4.53)	2.31 (4.12)	3.44 (3.02)	1.64 (2.70)	2.25 (2.86)
16 – 20	.67 (3.52)	1.86 (4.70)	2.75 (4.28)	3.83 (3.11)	1.60 (2.93)	3.45 (2.63)
21 – 25	.61 (2.89)	1.94 (4.01)	2.01 (3.84)	.76 (1.81)	-.87 (3.07)	.58 (1.36)
26 or more	***	***	***	***	***	***

*Satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important.

**Ns vary on each dimension due to missing data.

***Indicates too few respondents to report; confidentiality may be compromised.

Table 4.7 continued

Demographics	Career Development Weighted Mean* (SD)	Leadership and Supervision Weighted Mean* (SD)	Evaluation and Recognition Weighted Mean* (SD)	Intra-Department Relations Weighted Mean* (SD)	Working Conditions Weighted Mean* (SD)	External Relations/Review and Intervention Weighted Mean* (SD)
Both	.92 (3.74)	1.88 (4.75)	1.99 (4.45)	2.21 (4.13)	.23 (3.05)	1.73 (2.80)
Position Funded						
Soft Funds	.82 (3.15)	2.02 (4.48)	1.92 (4.01)	2.05 (2.99)	1.08 (2.94)	1.93 (2.86)
Hard Funds	1.20 (3.57)	1.63 (5.01)	1.81 (4.42)	1.93 (3.11)	1.08 (2.72)	2.05 (2.50)
Gender						
Female	1.05 (3.62)	1.63 (4.97)	1.89 (4.48)	2.01 (3.61)	1.07 (2.77)	1.94 (2.48)
Male	1.10 (3.33)	2.03 (4.52)	2.00 (4.04)	2.10 (3.02)	1.00 (3.01)	1.99 (2.78)
Position Classification						
Full-time	1.11 (3.48)	1.79 (4.81)	1.95 (4.29)	2.07 (3.33)	1.00 (2.91)	1.97 (2.65)
Part-time	.51 (3.46)	2.36 (4.51)	1.73 (4.31)	2.17 (3.05)	1.07 (2.87)	2.30 (2.55)
Eligible for benefits	.81 (3.46)	1.42 (5.04)	1.72 (4.38)	1.77 (3.46)	.92 (2.77)	1.57 (2.43)
Ineligible for benefits	.17 (1.37)	2.21 (2.98)	1.56 (2.62)	3.32 (3.02)	.18 (2.51)	2.23 (1.85)
Race/ethnicity						
American Indian or Alaskan	***	***	***	***	***	***
Asian or Pacific Islander	.76 (3.08)	1.93 (4.37)	2.39 (3.90)	2.32 (3.81)	1.48 (2.90)	2.03 (3.31)
Black, non-Hispanic	-.99 (3.94)	-.01 (6.05)	.91 (4.84)	.26 (4.52)	-.49 (1.95)	1.85 (2.65)
Hispanic	1.24 (4.06)	1.79 (5.66)	3.01 (4.72)	1.69 (4.58)	.97 (3.49)	2.46 (2.84)
White, non-Hispanic	1.24 (3.40)	2.03 (4.63)	1.95 (4.24)	2.28 (2.91)	1.02 (2.90)	2.02 (2.53)

*Satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important.

**Ns vary on each dimension due to missing data.

***Indicates too few respondents to report; confidentiality may be compromised.

Table 4.7 continued

Demographics	Career Development Weighted Mean* (SD)	Leadership and Supervision Weighted Mean* (SD)	Evaluation and Recognition Weighted Mean* (SD)	Intra-Department Relations Weighted Mean* (SD)	Working Conditions Weighted Mean* (SD)	External Relations/Review and Intervention Weighted Mean* (SD)
Other	-0.83 (3.38)	-1.03 (4.77)	-0.62 (4.18)	.31 (2.56)	-0.18 (2.51)	.29 (3.67)
Citizenship						
U.S. citizen	1.01 (3.59)	1.68 (4.94)	1.78 (4.42)	1.93 (3.33)	.88 (2.88)	1.93 (2.56)
Non-U.S. citizen	1.32 (2.76)	2.52 (3.79)	2.63 (3.44)	2.88 (2.92)	1.46 (3.00)	2.10 (3.54)
Minority status						
Minority by gender	1.14 (3.52)	1.22 (4.91)	1.74 (4.43)	1.02 (3.53)	.75 (2.92)	1.41 (2.55)
Non-minority by gender	1.04 (3.49)	2.00 (4.74)	2.01 (4.25)	2.36 (3.18)	1.07 (2.92)	2.08 (2.68)
Minority by race	.55 (3.67)	1.07 (5.09)	2.13 (4.31)	1.36 (4.18)	1.00 (3.14)	1.61 (3.12)
Non-minority by race	1.17 (3.43)	2.01 (4.70)	1.89 (4.28)	2.24 (2.95)	.99 (2.86)	2.02 (2.55)
Supervisory role						
Supervises others	1.26 (3.61)	2.09 (4.95)	2.03 (4.46)	2.13 (3.38)	.96 (2.89)	2.19 (2.55)
Does not supervise others	.78 (3.29)	1.40 (4.55)	1.78 (4.05)	1.91 (3.15)	1.01 (2.94)	1.56 (2.81)

*Satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important

**Ns vary on each dimension due to missing data.

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Table 4.8: Summary Means by Demographics – Appointed Personnel

Demographics	Overall Satisfaction Mean* (SD)	Overall Morale Mean** (SD)	Intent to Leave U of A Mean*** (SD)	Intent to Seek Promotion Mean*** (SD)
Administrative Unit				
Academics	3.95 (.99)	3.34 (1.19)	2.28 (1.46)	2.34 (1.39)
Business/Admin. Services	3.98 (1.00)	3.64 (1.05)	2.09 (1.35)	2.43 (1.35)
External Affairs	3.93 (1.03)	3.62 (.99)	2.21 (1.21)	3.08 (1.47)
Research	3.92 (.99)	3.49 (1.03)	2.58 (1.53)	2.54 (1.46)
Student/Campus Life	4.10 (.79)	3.79 (.85)	2.26 (1.35)	2.73 (1.48)
Other	4.05 (.96)	3.57 (1.17)	2.25 (1.42)	2.60 (1.51)
Work Location				
Main campus	3.97 (.95)	3.53 (1.05)	2.36 (1.44)	2.60 (1.47)
Branch campus	4.02 (1.04)	3.68 (1.13)	2.18 (1.35)	2.34 (1.38)
Off-campus	4.03 (.96)	3.70 (1.14)	2.39 (1.49)	2.47 (1.36)
Pay Range				
Less than \$24,999	3.71 (.85)	3.56 (.93)	2.90 (1.52)	2.25 (1.30)
\$25,000 – 35,000	3.91 (.98)	3.57 (1.02)	2.79 (1.55)	2.57 (1.49)
\$35,001 – 45,000	3.76 (.91)	3.33 (.98)	2.60 (1.43)	2.97 (1.44)
\$45,001 – 55,000	3.94 (1.04)	3.49 (1.15)	2.13 (1.41)	2.61 (1.49)
\$55,001 – 65,000	4.12 (.80)	3.54 (1.06)	1.94 (1.20)	2.58 (1.46)
\$65,001 or above	4.23 (.96)	3.80 (1.09)	2.07 (1.33)	2.27 (1.36)
Number of years at U of A				
Less than one year	4.04 (.94)	3.75 (1.18)	2.25 (1.53)	1.78 (1.19)
1 – 5	3.87 (.97)	3.52 (1.04)	2.70 (1.51)	2.62 (1.45)
6 – 10	3.93 (1.01)	3.57 (1.05)	2.30 (1.40)	2.92 (1.51)
11 – 15	4.09 (.93)	3.62 (1.10)	2.17 (1.38)	2.72 (1.47)
16 – 20	4.11 (.79)	3.46 (1.00)	1.78 (1.03)	2.13 (1.26)
21 – 25	4.22 (.79)	3.78 (1.03)	2.00 (1.29)	2.25 (1.34)

*Scale is 1 to 5: 1 = low satisfaction, 5 = high satisfaction

**Scale is 1 to 5: 1 = low morale, 5 = high morale

***Scale is 1 to 5: 1 = not at all likely, 5 = very likely

****Indicates too few respondents to report; confidentiality may be compromised.

Table 4.8 continued

Demographics	Overall Satisfaction Mean* (SD)	Overall Morale Mean** (SD)	Intent to Leave U of A Mean*** (SD)	Intent to Seek Promotion Mean*** (SD)
26 or more	****	****	****	****
Number of years at present job				
Less than one year	3.95 (1.02)	3.80 (1.15)	2.33 (1.41)	2.02 (1.22)
1 – 5	3.94 (.97)	3.55 (1.03)	2.44 (1.46)	2.71 (1.47)
6 – 10	3.97 (.95)	3.51 (1.13)	2.36 (1.48)	2.63 (1.45)
11 – 15	4.23 (.74)	3.69 (.96)	1.96 (1.29)	2.24 (1.37)
16 – 20	4.07 (1.00)	3.52 (1.01)	1.78 (.97)	2.31 (1.41)
21 – 25	4.27 (.79)	3.27 (1.19)	1.45 (.82)	1.82 (1.17)
26 or more	4.00 (.82)	3.00 (1.16)	3.00 (1.63)	2.00 (1.16)
Position Funded				
Soft Funds	3.93 (1.01)	3.57 (1.07)	2.54 (1.50)	2.56 (1.46)
Hard Funds	4.01 (.95)	3.54 (1.06)	2.29 (1.43)	2.63 (1.46)
Both	3.99 (.92)	3.55 (1.08)	2.15 (1.32)	2.51 (1.44)
Gender				
Female	4.03 (.93)	3.57 (1.08)	2.23 (1.40)	2.57 (1.46)
Male	3.93 (.98)	3.54 (1.05)	2.48 (1.47)	2.59 (1.45)
Position Classification				
Full-time	3.98 (.96)	3.56 (1.05)	2.33 (1.43)	2.61 (1.45)
Part-time	4.03 (.94)	3.54 (1.15)	2.43 (1.44)	2.37 (1.49)
Eligible for benefits	3.95 (.97)	3.51 (1.08)	2.40 (1.44)	2.61 (1.44)
Ineligible for benefits	3.92 (.76)	3.69 (1.03)	3.42 (1.08)	2.75 (1.55)
Race/ethnicity				
American Indian or Alaskan	****	****	****	****
Asian or Pacific Islander	3.71 (.86)	3.56 (.96)	2.74 (1.40)	2.57 (1.26)
Black, non-Hispanic	3.64 (1.13)	3.33 (1.18)	3.21 (1.61)	3.15 (1.43)

*Scale is 1 to 5: 1 = low satisfaction, 5 = high satisfaction

**Scale is 1 to 5: 1 = low morale, 5 = high morale

***Scale is 1 to 5: 1 = not at all likely, 5 = very likely

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Table 4.8 continued

Demographics	Overall Satisfaction Mean* (SD)	Overall Morale Mean** (SD)	Intent to Leave U of A Mean*** (SD)	Intent to Seek Promotion Mean*** (SD)
Hispanic	4.14 (.98)	3.67 (1.01)	2.20 (1.39)	2.84 (1.51)
White, non-Hispanic	4.02 (.95)	3.58 (1.07)	2.25 (1.41)	2.54 (1.46)
Other	3.70 (.97)	3.13 (.97)	3.13 (1.55)	2.61 (1.50)
Citizenship				
U.S. citizen	4.01 (.95)	3.55 (1.09)	2.28 (1.42)	2.60 (1.46)
Non-U.S. citizen	3.85 (.99)	3.55 (.92)	2.79 (1.50)	2.51 (1.46)
Minority status				
Minority by gender	3.97 (.92)	3.42 (1.06)	2.32 (1.41)	2.69 (1.48)
Non-minority by gender	3.99 (.97)	3.61 (1.07)	2.36 (1.45)	2.55 (1.44)
Minority by race	3.79 (1.05)	3.46 (1.03)	2.64 (1.53)	2.76 (1.43)
Non-minority by race	4.03 (.93)	3.58 (1.07)	2.27 (1.40)	2.54 (1.46)
Supervisory role				
Supervises others	4.08 (.95)	3.61 (1.09)	2.12 (1.34)	2.61 (1.46)
Does not supervise others	3.86 (.96)	3.48 (1.03)	2.64 (1.50)	2.53 (1.44)

*Scale is 1 to 5: 1 = low satisfaction, 5 = high satisfaction

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