## Millennium II Appendices
### Table of Contents

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix 1</td>
<td>Overall Findings for Classified Staff</td>
<td>1</td>
</tr>
<tr>
<td>Appendix 2</td>
<td>Overall Findings for Appointed Personnel</td>
<td>27</td>
</tr>
<tr>
<td>Appendix 3</td>
<td>Descriptive Results by Survey Item for Classified Staff</td>
<td>50</td>
</tr>
<tr>
<td>Appendix 4</td>
<td>Descriptive Results by Survey Item for Appointed Personnel</td>
<td>68</td>
</tr>
<tr>
<td>Appendix 5</td>
<td>Descriptive Results by Survey Item by Gender for Classified Staff</td>
<td>87</td>
</tr>
<tr>
<td>Appendix 6</td>
<td>Descriptive Results by Survey Item by Race/Ethnicity for Classified Staff</td>
<td>101</td>
</tr>
<tr>
<td>Appendix 7</td>
<td>Descriptive Results by Survey Item by Gender for Appointed Personnel</td>
<td>139</td>
</tr>
<tr>
<td>Appendix 8</td>
<td>Descriptive Results by Survey Item by Race/Ethnicity for Appointed Personnel</td>
<td>153</td>
</tr>
<tr>
<td>Appendix 9</td>
<td>Invitation from Co-Chairs to participate in Discussion Groups</td>
<td>190</td>
</tr>
<tr>
<td>Appendix 10</td>
<td>Handout for Discussion Group Participants</td>
<td>192</td>
</tr>
<tr>
<td>Appendix 11</td>
<td>Discussion Group Protocol: Discussion Group Topics for Classified Staff</td>
<td>193</td>
</tr>
<tr>
<td>Appendix 12</td>
<td>Discussion Group Protocol: Discussion Group Topics for Appointed Personnel</td>
<td>195</td>
</tr>
<tr>
<td>Appendix 13</td>
<td>Questionnaire for Classified Staff</td>
<td>197</td>
</tr>
<tr>
<td>Appendix 14</td>
<td>Questionnaire for Appointed Personnel</td>
<td>208</td>
</tr>
<tr>
<td>Appendix 15</td>
<td>Letter from Co-Chairs accompanying request to pilot Survey</td>
<td>214</td>
</tr>
<tr>
<td>Appendix 16</td>
<td>Approvals from the UA Institutional Review Board</td>
<td>215</td>
</tr>
<tr>
<td>Appendix 17</td>
<td>Letters from President Likins accompanying Surveys</td>
<td>219</td>
</tr>
<tr>
<td>Appendix 18</td>
<td>Second mailing: postcard</td>
<td>221</td>
</tr>
<tr>
<td>Appendix 19</td>
<td>Third mailing cover letter</td>
<td>222</td>
</tr>
</tbody>
</table>
List of Figures

Overall Findings for Classified Staff (Appendix 1)

Figure 1.1: Satisfaction of Classified Staff by Gender ................................................................. 2
Figure 1.2: Classified Staff Overall Satisfaction by Race/Ethnicity ........................................ 2
Figure 1.3: Classified Staff Satisfaction with Job Characteristics .............................................. 4
Figure 1.4: Morale of Classified Staff by Gender ................................................................. 5
Figure 1.5: Classified Staff Morale by Race/Ethnicity ............................................................. 5
Figure 1.6: Classified Staff Morale in relationship to the University of Arizona ................................. 7
Figure 1.7: Likelihood of Classified Staff to Leave UA by Gender ........................................ 8
Figure 1.8: Likelihood of Classified Staff to Leave UA by Race/Ethnicity .................................... 8
Figure 1.9: Classified Staff Satisfaction with Promotion Opportunities ..................................... 9
Figure 1.10: Classified Staff Satisfaction with Opportunities for Lateral Transfer .................. 9
Figure 1.11: Classified Staff Satisfaction with Availability of Mentoring .............................. 10
Figure 1.12: Classified Staff Satisfaction with Opportunity to Evaluate Supervisors ...... 11
Figure 1.13: Classified Staff Satisfaction with Protection for Whistle-blowing ........ 12
Figure 1.14: Classified Staff Satisfaction with Health Plan ................................................... 13
Figure 1.15: Classified Staff Satisfaction with Salary/Wages .................................................. 14
Figure 1.16: Classified Staff Satisfaction with Access to Parking ........................................ 14
Figure 1.17: Classified Staff Satisfaction with Affordability of Parking ..................................... 15
Figure 1.18: Classified Staff Satisfaction with Child Care ..................................................... 15
Figure 1.19: Classified Staff Satisfaction with Equity in Merit Pay Increases ....................... 16
Figure 1.20: Classified Staff Satisfaction with Opportunities for In-Class Career Progression ........ 17
Figure 1.21: CS & AP Overall Experience of Harassment by Gender .................................. 18
Figure 1.22: CS & AP Overall Experience of Harassment by Race/Ethnicity ......................... 18
Figure 1.23: CS & AP Overall Experience of Discrimination by Gender .............................. 19
Figure 1.24: CS & AP Overall Experience of Discrimination by Race/Ethnicity ..................... 19
Figure 1.25: Classified Staff Reporting Harassment & Discrimination Based on Gender ............... 20
Figure 1.26: Classified Staff Reporting Harassment & Discrimination Based on Race/Ethnicity .... 21
Figure 1.27: Classified Staff Reporting Harassment & Discrimination Based on Sexual Orientation ........ 22
Figure 1.28: Classified Staff Reporting Harassment & Discrimination Based on Age .................. 22
Figure 1.29: Classified Staff Reporting Harassment & Discrimination Based on Disability ............... 23
Figure 1.30: Classified Staff Reporting Harassment & Discrimination Based on National Origin .... 24
Figure 1.31: Classified Staff Reporting Harassment & Discrimination Based on Veteran Status .......... 24
List of Figures continued

Overall Findings for Appointed Personnel (Appendix 2)

Figure 2.1: Satisfaction of Appointed Personnel by Gender ................................................28
Figure 2.2: Appointed Personnel Overall Satisfaction by Race/Ethnicity ............................28
Figure 2.3: Appointed Personnel Satisfaction with Job Characteristics ...............................30
Figure 2.4: Morale of Appointed Personnel by Gender ......................................................31
Figure 2.5: Appointed Personnel Morale by Race/Ethnicity .................................................31
Figure 2.6: Appointed Personnel Morale in relationship to the University of Arizona ............33
Figure 2.7: Likelihood of Appointed Personnel to Leave UA ................................................34
Figure 2.8: Likelihood of Appointed Personnel to Leave UA by Race/Ethnicity .................34
Figure 2.9: Appointed Personnel Satisfaction with Child Care ...........................................35
Figure 2.10: Appointed Personnel Satisfaction with Health Plan ........................................36
Figure 2.11: Appointed Personnel Satisfaction with Affordability of Parking ......................36
Figure 2.12: Appointed Personnel Satisfaction with Salary/Wages .....................................37
Figure 2.13: Appointed Personnel Satisfaction with Unit Resources ....................................37
Figure 2.14: Appointed Personnel Satisfaction with Promotion Opportunities ....................38
Figure 2.15: Appointed Personnel Satisfaction with Opportunities for Lateral Transfer .........38
Figure 2.16: Appointed Personnel Satisfaction with Availability of Mentoring ..................38
Figure 2.17: Appointed Personnel Satisfaction with Opportunity to Evaluate Supervisors ....39
Figure 2.18: Appointed Personnel Satisfaction with Training of Supervisors .......................40
Figure 2.19: Appointed Personnel Satisfaction with State Government Intervention .............40
Figure 2.20: Appointed Personnel Satisfaction with Equity in Merit Pay Increases ...............41
Figure 2.21: CS & AP Overall Experience of Harassment by Gender ..................................42
Figure 2.22: CS & AP Overall Experience of Harassment by Race/Ethnicity .......................42
Figure 2.23: CS & AP Overall Experience of Discrimination by Gender .............................43
Figure 2.24: CS & AP Overall Experience of Discrimination by Race/Ethnicity ....................43
Figure 2.25: Appointed Personnel Reporting Harassment & Discrimination Based on Gender .................................................................................................................................44
Figure 2.26: Appointed Personnel Reporting Harassment & Discrimination Based on Race/Ethnicity .........................................................................................................................45
Figure 2.27: Appointed Personnel Reporting Harassment & Discrimination Based on Sexual Orientation ..................................................................................................................45
Figure 2.28: Appointed Personnel Reporting Harassment & Discrimination Based on Age ...................................................................................................................................................46
Figure 2.29: Appointed Personnel Reporting Harassment & Discrimination Based on Disability ................................................................................................................................................47
Figure 2.30: Appointed Personnel Reporting Harassment & Discrimination Based on National Origin ........................................................................................................................................47
Figure 2.31: Appointed Personnel Reporting Harassment & Discrimination Based on Veteran Status ........................................................................................................................................48
List of Tables

Descriptive Results by Survey Item for Classified Staff (Appendix 3) ....................... 50
  Table 3.1: Demographics ........................................................................................................ 50
  Table 3.2: Descriptives on All Items ...................................................................................... 53
  Table 3.3: Descriptives on Harassment and Discrimination .............................................. 57
  Table 3.4: Descriptives on Satisfaction .................................................................................. 58
  Table 3.5: Descriptives on Morale ......................................................................................... 59
  Table 3.6: Descriptives on Future Plans ................................................................................ 60
  Table 3.7: Weighted Means on Work Life Dimensions
              Reported by Demographics ......................................................................................... 61
  Table 3.8: Summary Means by Demographics .................................................................. 65

Descriptive Results by Survey Item for Appointed Personnel (Appendix 4) ................. 68
  Table 4.1: Demographics ........................................................................................................ 68
  Table 4.2: Descriptives on All Items ...................................................................................... 71
  Table 4.3: Descriptives on Harassment and Discrimination .............................................. 76
  Table 4.4: Descriptives on Satisfaction .................................................................................. 77
  Table 4.5: Descriptives on Morale ......................................................................................... 78
  Table 4.6: Descriptives on Future Plans ................................................................................ 79
  Table 4.7: Weighted Means on Work Life Dimensions
              Reported by Demographics ......................................................................................... 80
  Table 4.8: Summary Means by Demographics .................................................................. 84

Descriptive Results by Survey Item by Gender for Classified
  Staff (Appendix 5) ................................................................................................................ 87
  Table 5.1: Descriptives on All Items ...................................................................................... 87
  Table 5.2: Descriptives on Harassment and Discrimination .............................................. 96
  Table 5.3: Descriptives on Satisfaction .................................................................................. 98
  Table 5.4: Descriptives on Morale ......................................................................................... 99
  Table 5.5: Descriptives on Future Plans ................................................................................ 100

Descriptive Results by Survey Item by Race/Ethnicity for Classified
  Staff (Appendix 6) ................................................................................................................. 101
  Table 6.1: Descriptives on All Items ...................................................................................... 101
  Table 6.2: Descriptives on Harassment and Discrimination .............................................. 125
  Table 6.3: Descriptives on Satisfaction .................................................................................. 131
  Table 6.4: Descriptives on Morale ......................................................................................... 134
  Table 6.5: Descriptives on Future Plans ................................................................................ 137
Descriptive Results by Survey Item by Gender for Appointed Personnel (Appendix 7) ................................................................................................................................. 139
  Table 7.1: Descriptives on All Items ................................................................................................................. 139
  Table 7.2: Descriptives on Harassment and Discrimination.............................................................................. 148
  Table 7.3: Descriptives on Satisfaction .............................................................................................................. 150
  Table 7.4: Descriptives on Morale ...................................................................................................................... 151
  Table 7.5: Descriptives on Future Plans ............................................................................................................ 152

Descriptive Results by Survey Item by Race/Ethnicity for Appointed Personnel (Appendix 8) ...................................................................................................................... 153
  Table 8.1: Descriptives on All Items .................................................................................................................. 153
  Table 8.2: Descriptives on Harassment and Discrimination............................................................................. 176
  Table 8.3: Descriptives on Satisfaction ............................................................................................................. 182
  Table 8.4: Descriptives on Morale .................................................................................................................... 185
  Table 8.5: Descriptives on Future Plans .......................................................................................................... 188