# 2009 UHD Faculty Climate Survey Final Report

Discussed by the Senate in September and December 2009

Approved by the Senate on February 2, 2010

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# 2009 UHD Faculty Climate Survey Final Report

Beginning 2003, UH-Downtown initiated a regular schedule for administration of the Faculty Climate Survey. The initial Senate Climate Survey report recommended this survey be administered every three to four years. However, the 2005 Senate recommended that this survey be administered alternate years, beginning in 2003. The 2009 survey is the fourth survey and retains some items from previous surveys in addition to a few new ones. (A list of survey questions is provided in Appendix A.)

## 1. Survey Process

For the first time, the Senate approved an electronic distribution of the Climate Survey.  Other key changes from the previous survey included addition of some questions about library resources, a "no opinion" option on many of the questions, and an updated the list of administrators in question 16. The items were reviewed and proposed by a Senate subcommittee and then approved by the full Senate.  We hoped that an electronic format would increase the response rates and make the tabulation of responses less labor-intensive. The Faculty Senate President worked with leaders in the IT division to format the survey electronically and ensure security of the survey as well as anonymity of the respondents.  The survey was made available to all members of the Faculty Assembly in April/May of 2009 for a period of 11 days.  Individuals were required to log in, but responses were not linked to login IDs, and the login information was not stored after surveys were completed. Faculty were able to enter/exit the survey as many times as needed while the survey was open until they chose to officially "submit" their final version.  One problem that arose was that the system apparently instituted an automatic logout after 20 minutes of inactivity; this meant that in some cases a person spent 20 minutes typing a response to a question and then lost that work because he/she had not clicked or activated any survey elements for 20 minutes.  Future iterations should address this issue or remind participants to save their work frequently. After the survey was closed, IT sent all responses to the Faculty Senate President in a spreadsheet and all traces of the survey were deleted from the system.

## 2.  Survey Analysis

### Process
The Faculty Senate Executive Committee saw all of the raw data from responses to questions 1-16 (Likert scale questions). Dr. Susan Henney then took those data and produced summary data and bar charts.  All of those summaries and charts were then distributed to the full Senate for review and discussion at a Senate meeting.  At that point, the Senate appointed a subcommittee to review and analyze the written comments and

frame a report:  Ron Beebe, Jeff Flosi, Gary Jackson, Susan Henney, Jane Creighton, and Michelle Moosally.

The subcommittee reviewed responses to questions 17-21, which required written responses.  They divided into two groups and each group coded the data from questions 17-19 or 20-21. Once each group completed coding a set, the groups exchanged data and tabulated number of responses for each category code.  The coding revealed patterns in the data which form the basis of the analysis herein.

**Response Rates**

The Faculty Climate Survey elicited 139 responses, which is approximately 57% of the 240 members in the Faculty Assembly who were eligible to participate.  This is just higher than the 2007 response rate, though still lower than responses to the initial survey of 2003.  The respondents were balanced by gender with 48.3% male and 51.7% female.  Approximately 43% identified themselves as Assistant Professors while 47% reported either Associate or Professor ranks.  Just over 50% of respondents have been at UHD 8 years or fewer.

Of the 139 responses, a very large number of them (108 or 77.5%) included a written response to one or more of the questions in 17-21.  As a result of this large number of written responses, we have concentrated much of our analysis on the themes found within that data set and the interaction of those themes with the quantitative data from questions 1-16.  We encourage readers to review all of the quantitative data, which is included in Appendix B.

**Discussion**

The development and support of an academic culture that serves the vision of a well-functioning university is the overarching concept arising out of the survey data. Faculty who participated in this survey indicated, in both quantitative and qualitative responses, a deep and abiding commitment to the visible existence and promotion of academic excellence for students and faculty in all aspects of university life. But in equal measure, faculty articulated their grave concern that the aspiration toward academic excellence for both students and faculty is fundamentally undermined by the intensity of the faculty workload and failures in academic leadership across the administration.

*Workload*

There were 72 unique written comments related to the issue of workload out of the 139 total unique respondents; that is approximately 52% of those who provided written comments indicated workload as a significant issue. From these comments and the other survey data, we observe that faculty are greatly committed to excellence in

teaching, scholarship, and service, citing rigorous efforts to find balance among all three areas. Among the most important obstacles they face in fulfilling their fundamental purpose of contributing to this academic culture is the demanding workload. In answer to question 8, 67% of faculty disagree or strongly disagree that their workload is reasonable. Respondents cite the heavy four/four teaching commitment combined with a growing emphasis on scholarship and increasing service responsibilities as the major roadblock to successful professional development in each area. Because there is such a huge demand on faculty time, faculty report great difficulty in adequately addressing either the needs of underprepared students in the classroom or the pressing demands of scholarship. A characteristic response states that the course load "makes it very, very difficult to address student preparedness disparities and to complete grants, research, publications and other activities that promote departments, colleges, and the university." Another states, "We are expected to do teaching (very well), research (very well) and service (very well). There isn't enough time to do it all." Comments consistently support reduced teaching load and a greater respect for faculty contributions, as evidenced in this imperative: "Acknowledge and support our work, both in the classroom and as scholars. Offer course reductions, regular sabbaticals, partner hires, a wider range of work-life balance benefits, more generous leave policies, etc. Cover professional dues, more conferences, research, and so on. Show us we're valued!" On question 10, 56.5% of respondents indicated that they agree or strongly agree that they are not adequately compensated for the work they do.

*Administration*

Another dominant concern apparent in survey data is failure of academic leadership, resulting in broad dissatisfaction with the upper administration. There were 65 unique written comments related to the issue of workload out of the 139 total unique respondents; that is approximately 49% of those who provided written comments indicated a concern regarding the university upper level administration. While faculty generally report favorably regarding treatment by their immediate supervisors, the upper administration is faulted for lack of adequate support for academic programs and for faculty teaching and research. In addition, the infrastructures available for the smooth and timely functioning of academic business are considered inadequate to the needs of faculty and student stakeholders in an expanding university. Only 27% of respondents in question 2 agree or strongly agree that the UHD administration (Deans and above) promotes and supports research and scholarship. Only 20% agree or strongly agree that the administration makes decisions congruent with principles of shared governance (question 5). This is followed by only 31% in question 6 who agree or strongly agree that UHD Administration (Deans and above) take the advice and expertise of faculty seriously in hiring and personnel decisions. We also note that mean ratings for individual academic leaders at the level of VP and above all fall below the midpoint on a 5-point

scale. A respondent cites "lack of respect for our students and faculty" as a common perception of administrative attitudes. Another states that key administrative figures "are not responsive to the growth and needs of this institution or the importance of quality academic initiatives—the Provost and other academic leaders in that office show little to no interest in developing visible academic activities on campus or in engaging faculty in critical questions about the direction of UHD programs. Everything is handled in a very hierarchical fashion which prevents timely and accurate understanding by faculty." A third, characteristic comment argues "too many major decisions about academics are in the hands of support staff." Upper administration creates an "institutional culture geared to community college mentality," writes another. And finally, "We badly need fresh perspectives in leadership--the same faces in the same places has created stagnation. [ . . . ] We need to hire more staff in key areas to ensure efficiency. We need to use shared governance more effectively; if faculty believe their efforts will be considered seriously by the administration, then we can work together to achieve our goals. Administration should take greater advantage of the expertise within the walls of UHD."

### Students

Faculty articulate great respect for the dedication of UHD students and are firmly committed to their students' academic success. Says one, "The greatest strength of UHD right now is the students. They keep me going because of their dedication and desire to learn." Another cites "the diversity of the students [ . . . ] and the willingness of the faculty to address inadequate educational background of the students." Roughly 75% of faculty agree that UHD maintains high standards for its students. But this combines with concern over the level of student preparedness, problems with grade inflation, and the university's inability to take an integrated approach toward addressing student preparedness for college-level courses. Academic advising is often cited as a key problem, particularly at the University College level. Faculty responses suggest that students are not adequately advised about the rigors of college work--they appear to be ill-informed regarding the number of courses they ought to take, what course requirements are, and how they can best manage the time they need to devote to coursework. UHD lacks "adequate resources across the curriculum to support student advancement (though there are many good efforts being made)," writes one respondent. A sampling of other comments cites various problems such as "the inability of our administration to accurately perceive our student population and their needs"; the need to "take more action (such as revising degree plans, bolstering developmental learning and requirements, etc.) to identify, serve, and enable students with developmental issues"; "student retention. I find that issues such as library hours, student parking (or lack of), lack of childcare or adequate on-campus medical facilities means that many of my students miss classes to the point that they eventually drop the course out of frus[tration]."

**3. Conclusion**

      The 2009 Faculty Climate Survey makes clear that faculty as a whole are devoted to the academic success of a student population they respect and admire. They are equally intent on building a university academic culture that respects teaching, service, and both faculty and student scholarship. They believe the wide-ranging diversity of our students and the faculty commitment to them are among our greatest strengths. But in large numbers they express the conviction that these fundamental strengths are severely undermined by increasing and unmanageable faculty workload, failures in the upper administration of academic leadership, and lack of coordinated support services to promote the retention and academic success of under-prepared students.

# APPENDIX A: UHD 2009 Faculty Climate Survey Questions

Q1-Q14 used a 5-point scale with (1) as "strongly disagree" and (5) as "strongly agree"; a separate "no opinion" option was also available.

**Q1**    UHD maintains high standards for its students.

**Q2**    The UHD Administration (Deans and above) promotes and supports research and scholarship.

**Q3**    The UHD Rank and Tenure policies assure high professional standards for tenured and tenure-track professors.

**Q4**    The UHD rank and tenure procedures are fair and equally applied to all tenured and tenure-track professors.

**Q5**    The UHD Administration (Deans and above) makes decisions congruent with principles of shared governance.

**Q6**    The UHD Administration (Deans and above) take the advice and expertise of faculty seriously in hiring and personnel decisions.

**Q7**    The general academic climate at UHD has improved since the last climate survey, administered in Spring 2007.

**Q8**    Your current workload at UHD is reasonable.

**Q9**    You are treated fairly by your immediate supervisor.

**Q10**    You are adequately compensated for your responsibilities at UHD.

**Q11**    How would you describe your overall level of professional satisfaction?

**Q12**    Library resources are adequate.

**Q13**    Library staff are responsive to needs and queries.

**Q14**    I favor a name change for UHD. [There was also a comment box available here.]

**Q15**    Please indicate how many hours per week on average (during regular semesters) you spend on each of the following activities [referring to questions 15a, 15b, 15c]

**Q15a**    Teaching-related activities  (including class time)

**Q15b**    Scholarly/Creative Activity

**Q15c**    Service (all types, non-compensated only)

**Q16**    How do you rate the overall job performance of the following individuals/groups over the last 2 years? For more information, please go to http://www.uhd.edu/about/leadership.htm [*response options for 16a-16p included 1-5, with (1) identified as "poor", (3) as "average" and (5) as "excellent"; a separate "no opinion" option was also available*]

**Q16a**    University President, Dr. Max Castillo

**Q16b**    Vice President – Academic Affairs/Provost, Dr. Molly Woods

**Q16c**    Vice President – Administration and Finance, Mr. David Bradley

**Q16d**    Vice President – Student Services and Enrollment Management, Mr. Ed Apodaca

**Q16e**    Vice President – Employment Services and Operations, Ms. Ivonne Montalbano

**Q16f**    Associate Vice President – Planning and Analysis, Dr. David Fairbanks

**Q16g**    Associate Vice President – Information Technology, Mr. Hossein Shahrokhi

**Q16h**    Associate Vice President for Institutional Effectiveness, Dr. Pat Williams

**Q16i**    Assistant Vice President –Academic Affairs, Distance Education, Dr. Gail Evans

**Q16j**    Assistant Vice President – Facilities Management, Mr. Chris McCall

**Q16k**    Assistant Vice President – Student Services, Mr. Tommy Thomason

**Q16l**    Assistant Vice President– Employee Services and Records Management, Ms. Betty Powell

**Q16m**    Assistant Vice President– Employment,Training & Campus Relations/Affirmative Action Officer, Dr. Doug TeDuits

**Q16n**    Assistant Vice President – Business Affairs, Mr. George Anderson

**Q16o**    Dean of Your College Only (please check one that applies)

**Q16p**    Faculty Senate

**Q17**   What do you think are the most important problems you face in carrying out your work?
**Q18**   What are the underlying root causes of these problems?
**Q19**   What solutions do you think would address or resolve these problems?
**Q20**   What do you see as the greatest strength of UHD right now?
**Q21**   What do we need to do to capitalize on that strength?
**Q22**   Please indicate your gender.
**Q23**   Please indicate your ethnicity.
**Q24**   What is your current rank at UHD?
**Q25**   In years, how long have you been employed at UHD?
**Q26**   What is your college affiliation?
**Q27**   Additional Comments

# APPENDIX B:  UHD 2009 Faculty Climate Survey Quantitative Data

Question 1

**UHD maintains high standards for its students.**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 12        | 8.6     | 8.6           | 8.6                |
|       | 2                 | 25        | 18.0    | 18.0          | 26.6               |
|       | 3                 | 44        | 31.7    | 31.7          | 58.3               |
|       | 4                 | 44        | 31.7    | 31.7          | 89.9               |
|       | Strongly Agree    | 14        | 10.1    | 10.1          | 100.0              |
|       | Total             | 139       | 100.0   | 100.0         |                    |

Mean = 3.17 (sd=1.1)

**UHD maintains high standards for its students.**
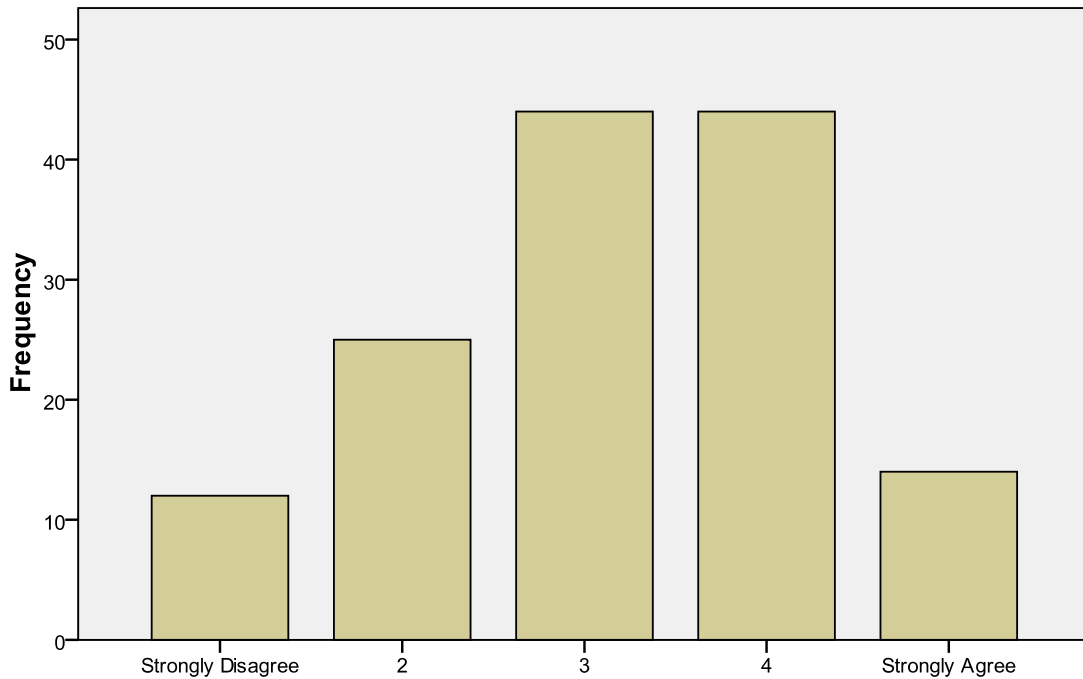


**UHD maintains high standards for its students.**

Question 2

**The UHD Administration (Deans and above) promotes and supports research and scholarship.**

|       |                  | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------|-----------|---------|---------------|--------------------|
| Valid | No opinion       | 1         | .7      | .7            | .7                 |
|       | Strongly Disagree | 20       | 14.4    | 14.4          | 15.1               |
|       | 2                | 39        | 28.1    | 28.1          | 43.2               |
|       | 3                | 41        | 29.5    | 29.5          | 72.7               |
|       | 4                | 30        | 21.6    | 21.6          | 94.2               |
|       | Strongly Agree   | 8         | 5.8     | 5.8           | 100.0              |
|       | Total            | 139       | 100.0   | 100.0         |                    |

Mean = 2.76 (sd=1.1)

**The UHD Administration (Deans and above) promotes and supports research and scholarship.**
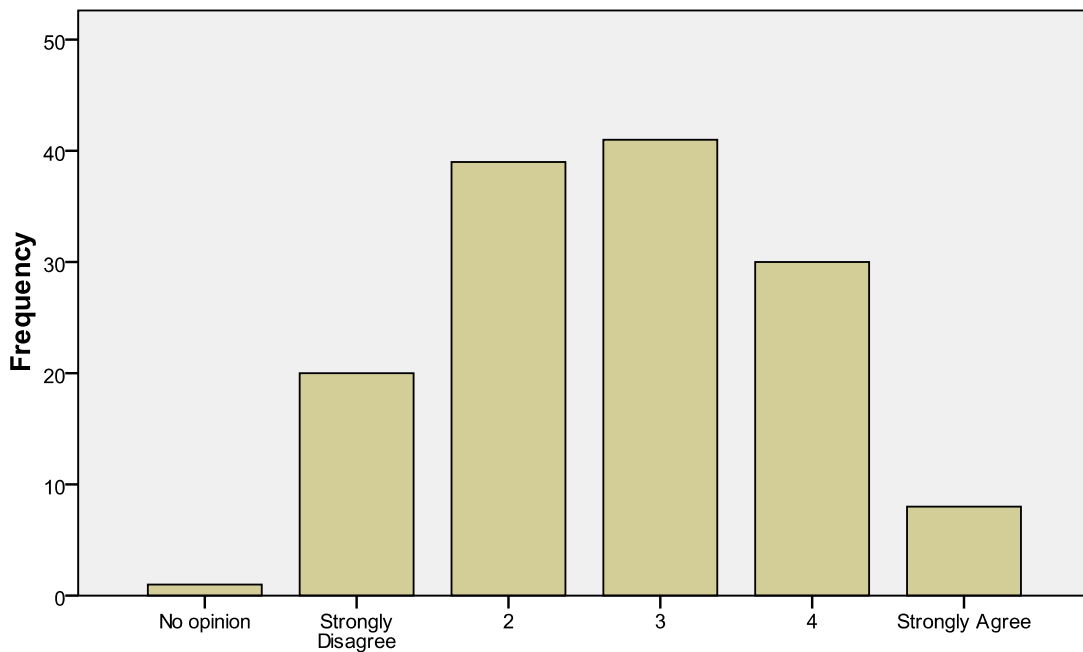


The UHD Administration (Deans and above) promotes and supports research and scholarship.

Question 3

**The UHD Rank and Tenure policies assure high professional standards for tenured and tenure-track professors**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | No opinion | 8 | 5.8 | 5.8 | 5.8 |
|  | Strongly Disagree | 8 | 5.8 | 5.8 | 11.5 |
|  | 2 | 18 | 12.9 | 12.9 | 24.5 |
|  | 3 | 36 | 25.9 | 25.9 | 50.4 |
|  | 4 | 53 | 38.1 | 38.1 | 88.5 |
|  | Strongly Agree | 16 | 11.5 | 11.5 | 100.0 |
|  | Total | 139 | 100.0 | 100.0 |  |

Mean = 3.39 (sd=1.1)

**The UHD Rank and Tenure policies assure high professional standards for tenured and tenure-track professors**
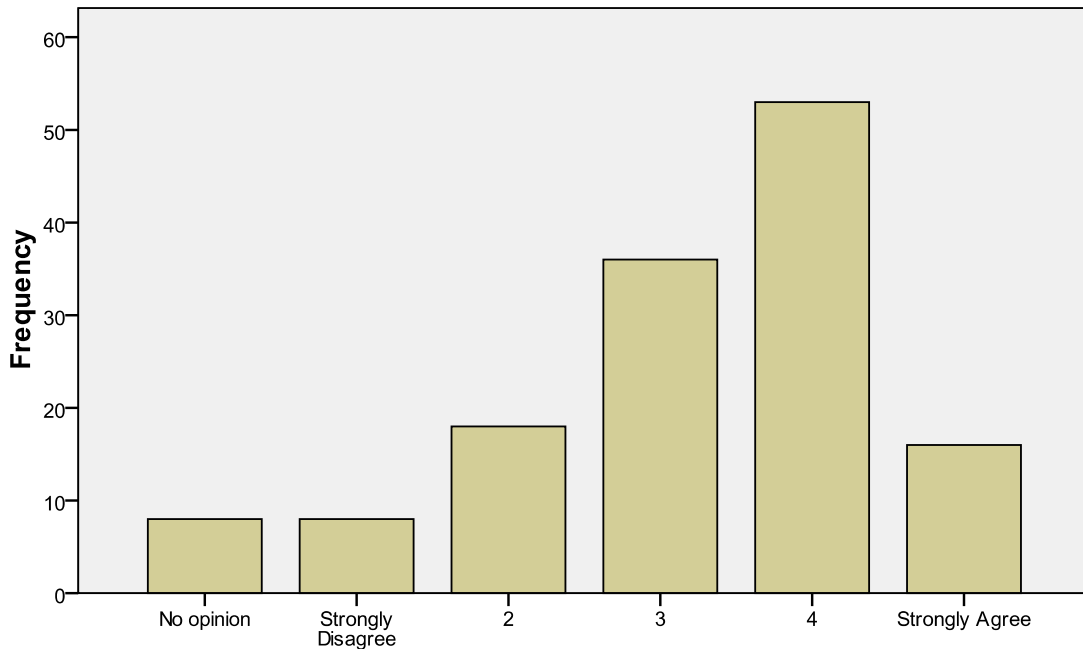


**The UHD Rank and Tenure policies assure high professional standards for tenured and tenure-track professors**

Question 4

**The UHD rank and tenure procedures are fair and equally applied to all tenured and tenure-track professors**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | No opinion | 13 | 9.4 | 9.4 | 9.4 |
| | Strongly Disagree | 12 | 8.6 | 8.6 | 18.0 |
| | 2 | 26 | 18.7 | 18.7 | 36.7 |
| | 3 | 36 | 25.9 | 25.9 | 62.6 |
| | 4 | 37 | 26.6 | 26.6 | 89.2 |
| | Strongly Agree | 15 | 10.8 | 10.8 | 100.0 |
| | Total | 139 | 100.0 | 100.0 | |

Mean = 3.13 (sd=1.2)

**The UHD Administration (Deans and above) makes decisions congruent with principles of shared governance**
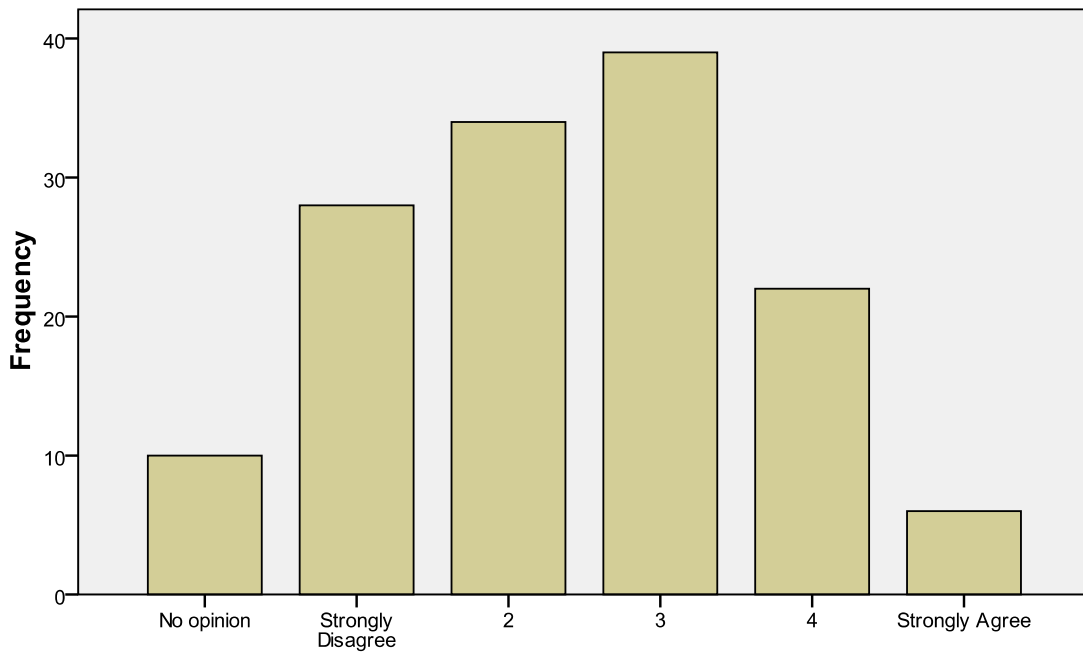


**The UHD Administration (Deans and above) makes decisions congruent with principles of shared governance**

Question 5

**The UHD Administration (Deans and above) makes decisions congruent with principles of shared governance**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | No opinion | 10 | 7.2 | 7.2 | 7.2 |
| | Strongly Disagree | 28 | 20.1 | 20.1 | 27.3 |
| | 2 | 34 | 24.5 | 24.5 | 51.8 |
| | 3 | 39 | 28.1 | 28.1 | 79.9 |
| | 4 | 22 | 15.8 | 15.8 | 95.7 |
| | Strongly Agree | 6 | 4.3 | 4.3 | 100.0 |
| | Total | 139 | 100.0 | 100.0 | |

Mean = 2.57 (sd=1.1)

**The UHD Administration (Deans and above) makes decisions congruent with principles of shared governance**
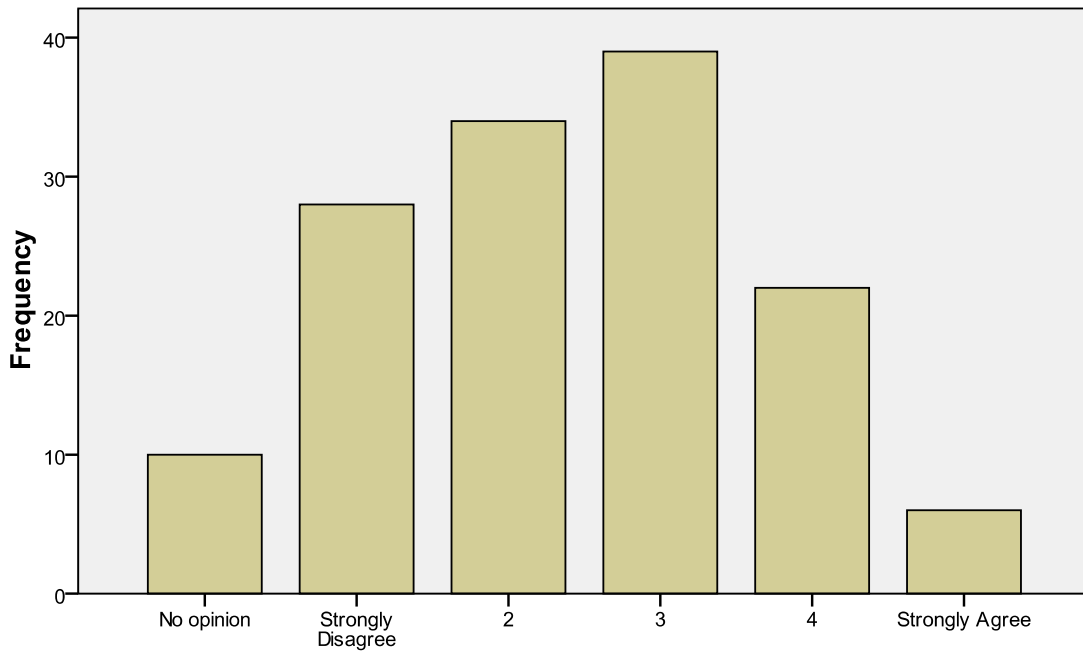


The UHD Administration (Deans and above) makes decisions congruent with principles of shared governance

Question 6

**The UHD Administration (Deans and above) take the advice and expertise of faculty**
**seriously in hiring and personnel decisions**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | No opinion | 11 | 7.9 | 7.9 | 7.9 |
|  | Strongly Disagree | 19 | 13.7 | 13.7 | 21.6 |
|  | 2 | 31 | 22.3 | 22.3 | 43.9 |
|  | 3 | 34 | 24.5 | 24.5 | 68.3 |
|  | 4 | 30 | 21.6 | 21.6 | 89.9 |
|  | Strongly Agree | 14 | 10.1 | 10.1 | 100.0 |
|  | Total | 139 | 100.0 | 100.0 |  |

Mean = 2.91 (sd=1.2)

**The UHD Administration (Deans and above) take the advice and expertise of**
**faculty seriously in hiring and personnel decisions**
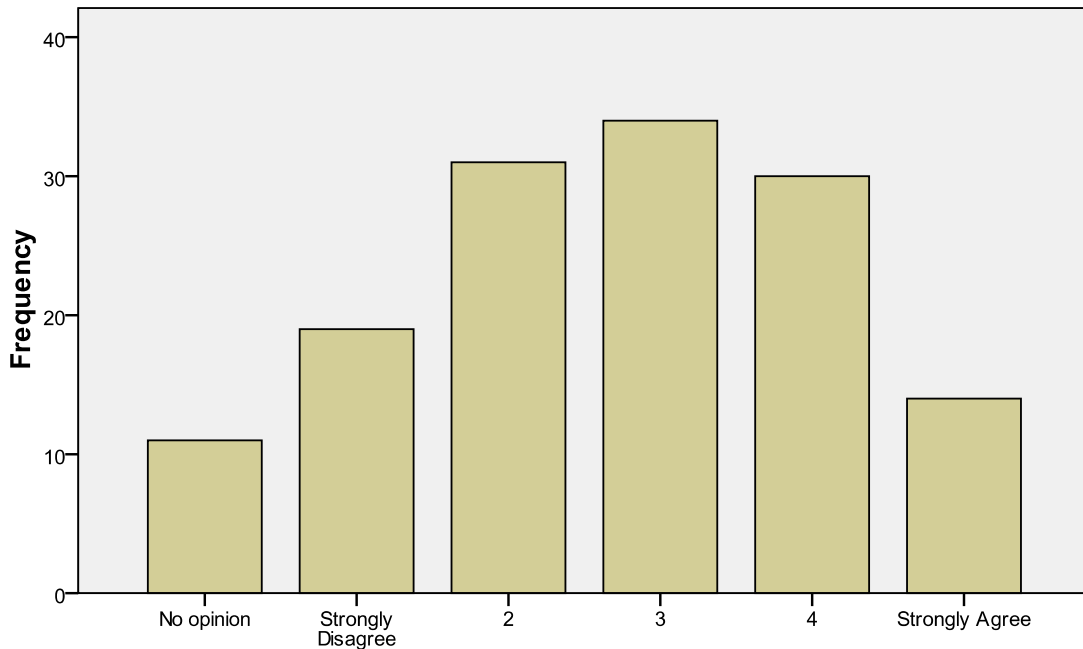


**The UHD Administration (Deans and above) take the advice and expertise**
**of faculty seriously in hiring and personnel decisions**

Question 7

**The general academic climate at UHD has improved since the last climate survey, administered in Spring 2007**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | No opinion | 24 | 17.3 | 17.3 | 17.3 |
| | Strongly Disagree | 12 | 8.6 | 8.6 | 25.9 |
| | 2 | 22 | 15.8 | 15.8 | 41.7 |
| | 3 | 45 | 32.4 | 32.4 | 74.1 |
| | 4 | 28 | 20.1 | 20.1 | 94.2 |
| | Strongly Agree | 8 | 5.8 | 5.8 | 100.0 |
| | Total | 139 | 100.0 | 100.0 | |

Mean = 2.98 (sd=1.1)

**The general academic climate at UHD has improved since the last climate survey, administered in Spring 2007**
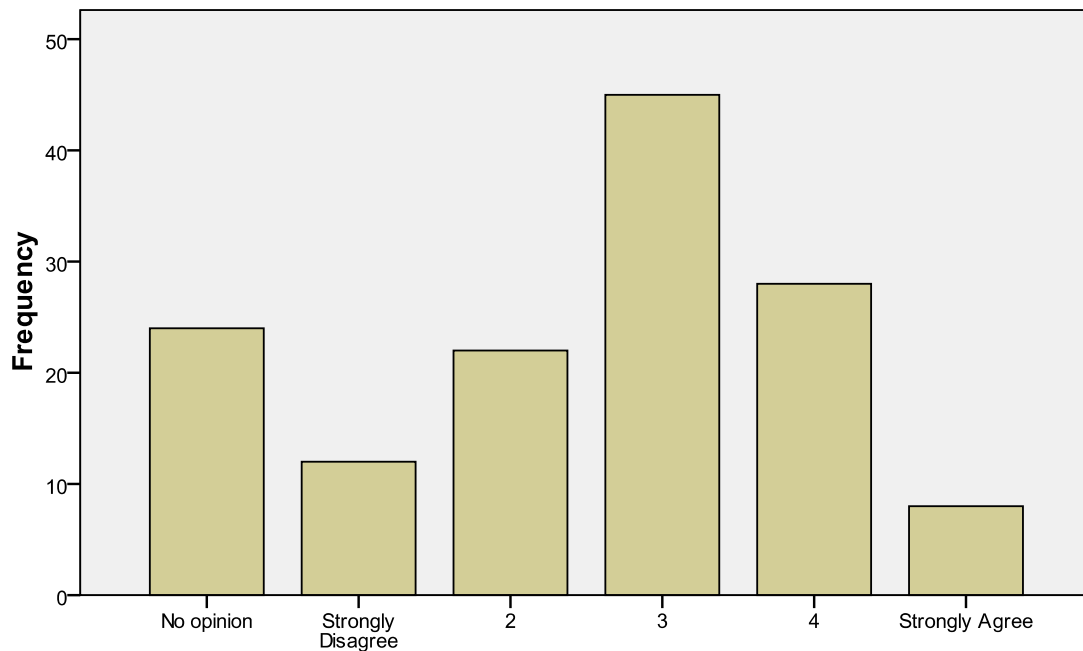


**The general academic climate at UHD has improved since the last climate survey, administered in Spring 2007**

Question 8

**Your current workload at UHD is reasonable.**

|         |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------|-----------|---------|---------------|--------------------|
| Valid   | Strongly Disagree | 43        | 30.9    | 31.2          | 31.2               |
|         | 2                 | 49        | 35.3    | 35.5          | 66.7               |
|         | 3                 | 26        | 18.7    | 18.8          | 85.5               |
|         | 4                 | 18        | 12.9    | 13.0          | 98.6               |
|         | Strongly Agree    | 2         | 1.4     | 1.4           | 100.0              |
|         | Total             | 138       | 99.3    | 100.0         |                    |
| Missing | System            | 1         | .7      |               |                    |
| Total   |                   | 139       | 100.0   |               |                    |

Mean =2.18 (sd=1.1)

**Your current workload at UHD is reasonable.**



**Your current workload at UHD is reasonable.**
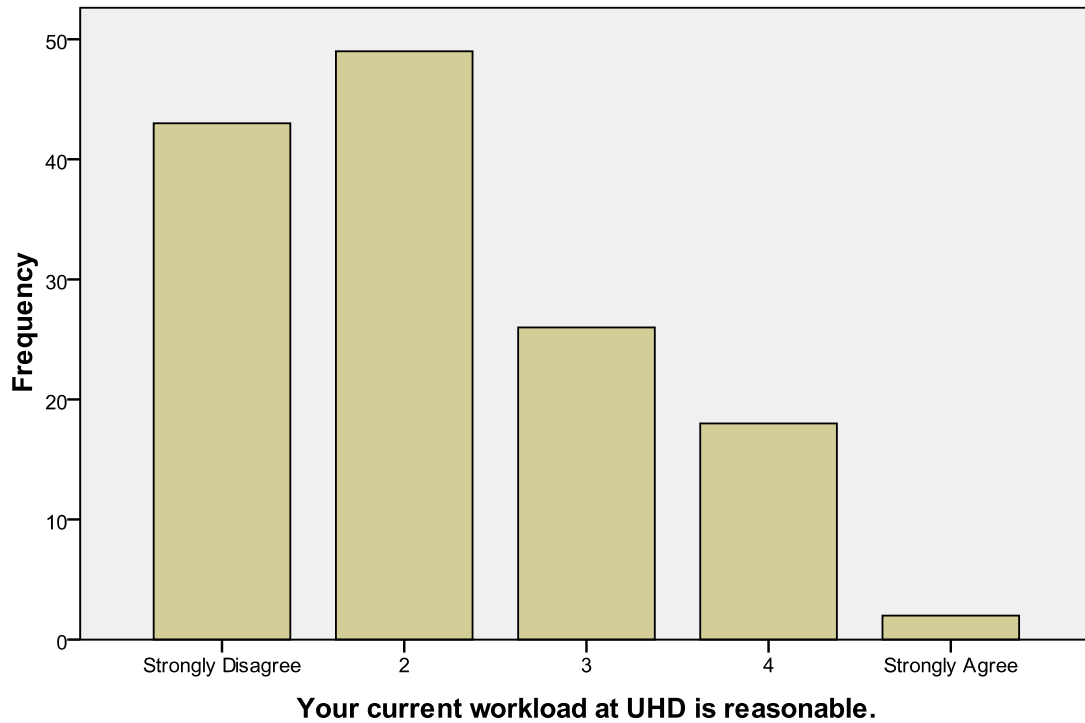
Question 9

**You are treated fairly by your immediate supervisor.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Not Enough Info | 1 | .7 | .7 | .7 |
|  | Strongly Disagree | 9 | 6.5 | 6.5 | 7.2 |
|  | 2 | 11 | 7.9 | 7.9 | 15.1 |
|  | 3 | 9 | 6.5 | 6.5 | 21.6 |
|  | 4 | 27 | 19.4 | 19.4 | 41.0 |
|  | Strongly Agree | 82 | 59.0 | 59.0 | 100.0 |
|  | Total | 139 | 100.0 | 100.0 |  |

Mean = 4.17 (sd=1.2)

**You are treated fairly by your immediate supervisor.**
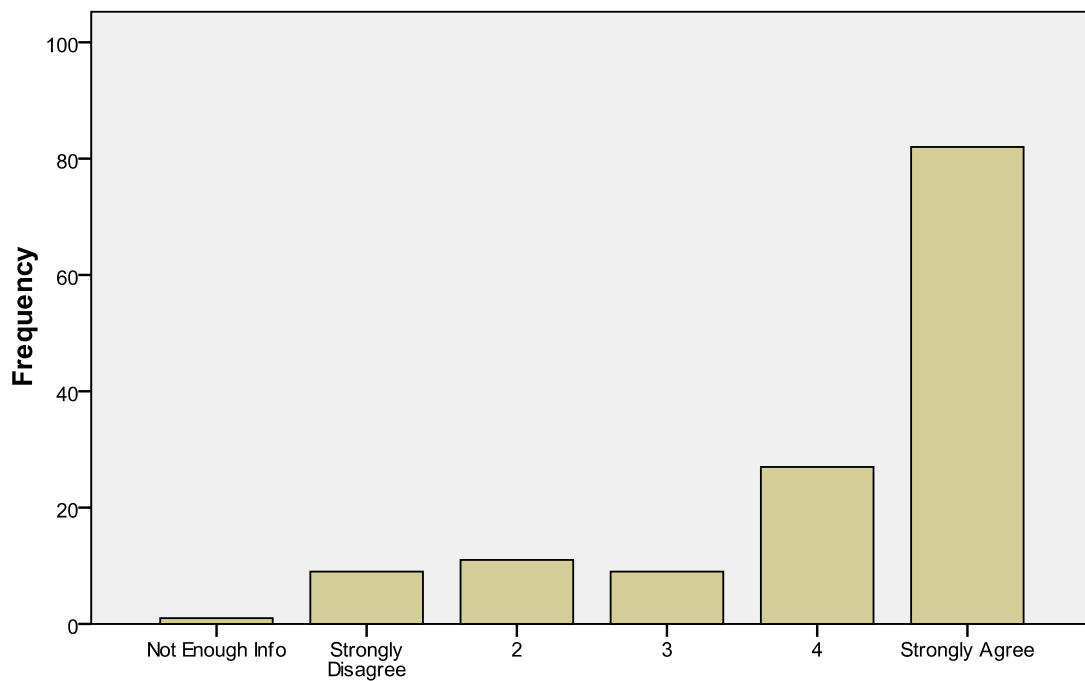


**You are treated fairly by your immediate supervisor.**

Question 10

**You are adequately compensated for your responsibilities at UHD.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 36 | 25.9 | 26.1 | 26.1 |
| | 2 | 42 | 30.2 | 30.4 | 56.5 |
| | 3 | 21 | 15.1 | 15.2 | 71.7 |
| | 4 | 33 | 23.7 | 23.9 | 95.7 |
| | Strongly Agree | 6 | 4.3 | 4.3 | 100.0 |
| | Total | 138 | 99.3 | 100.0 | |
| Missing | System | 1 | .7 | | |
| Total | | 139 | 100.0 | | |

Mean = 2.5 (sd=1.2)

**You are adequately compensated for your responsibilities at UHD.**
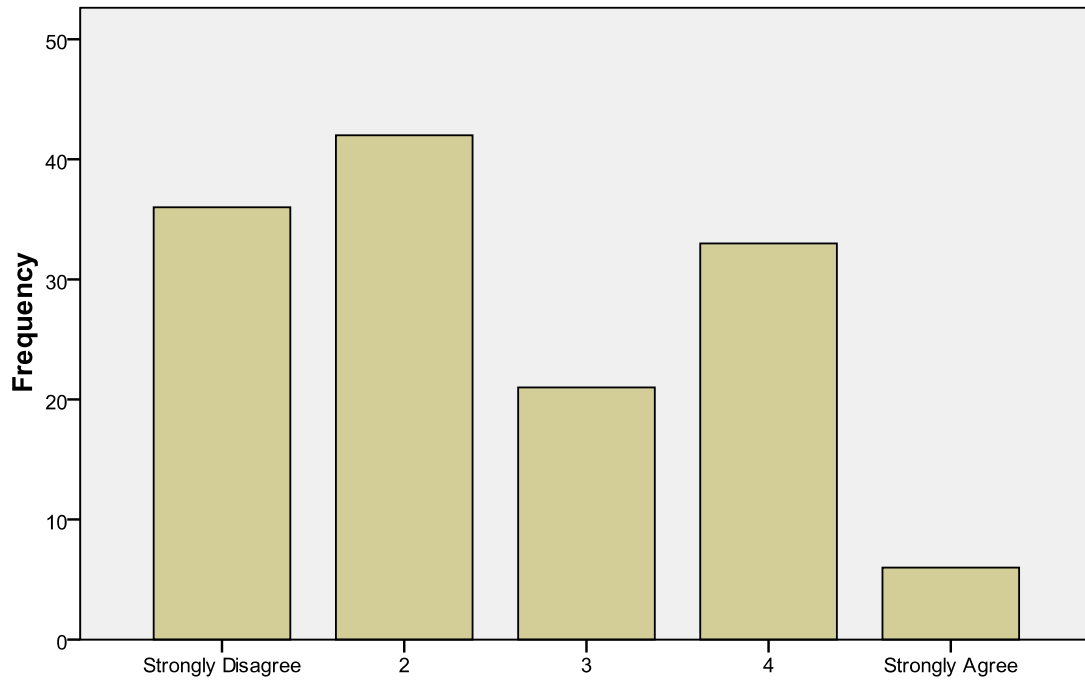


**You are adequately compensated for your responsibilities at UHD.**

Question 11

**How would you describe your overall level of professional satisfaction?**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 6 | 4.3 | 4.3 | 4.3 |
| | 2 | 31 | 22.3 | 22.5 | 26.8 |
| | 3 | 42 | 30.2 | 30.4 | 57.2 |
| | 4 | 47 | 33.8 | 34.1 | 91.3 |
| | Strongly Agree | 12 | 8.6 | 8.7 | 100.0 |
| | Total | 138 | 99.3 | 100.0 | |
| Missing | System | 1 | .7 | | |
| Total | | 139 | 100.0 | | |

Mean = 3.2 (sd=1.0)

**How would you describe your overall level of professional satisfaction?**



**How would you describe your overall level of professional satisfaction?**
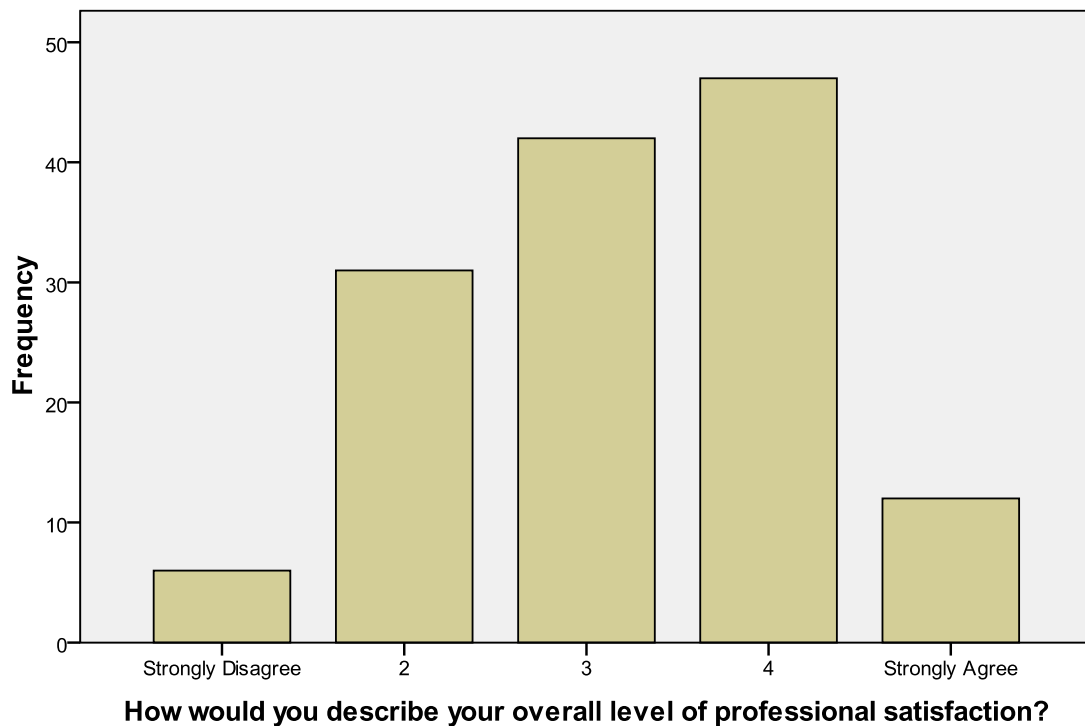
Question 12

**Library resources are adequate.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Not Enough Info | 10 | 7.2 | 7.2 | 7.2 |
| | Strongly Disagree | 9 | 6.5 | 6.5 | 13.7 |
| | 2 | 22 | 15.8 | 15.8 | 29.5 |
| | 3 | 30 | 21.6 | 21.6 | 51.1 |
| | 4 | 49 | 35.3 | 35.3 | 86.3 |
| | Strongly Agree | 19 | 13.7 | 13.7 | 100.0 |
| | Total | 139 | 100.0 | 100.0 | |

Mean = 3.36 (sd=1.1)

**Library resources are adequate.**
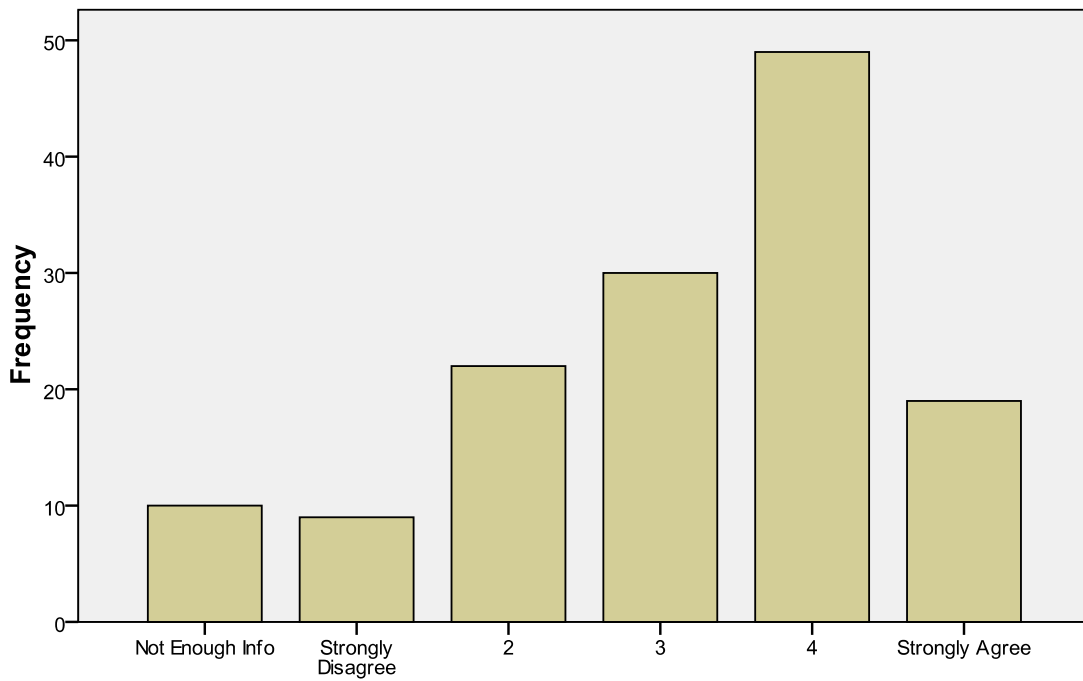


**Library resources are adequate.**

Question 13

**Library staff are responsive to needs and queries.**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Not Enough Info   | 8         | 5.8     | 5.8           | 5.8                |
|       | Strongly Disagree | 1         | .7      | .7            | 6.5                |
|       | 2                 | 6         | 4.3     | 4.3           | 10.8               |
|       | 3                 | 8         | 5.8     | 5.8           | 16.5               |
|       | 4                 | 50        | 36.0    | 36.0          | 52.5               |
|       | Strongly Agree    | 66        | 47.5    | 47.5          | 100.0              |
|       | Total             | 139       | 100.0   | 100.0         |                    |

Mean = 4.33 (sd=.8)

**Library staff are responsive to needs and queries.**
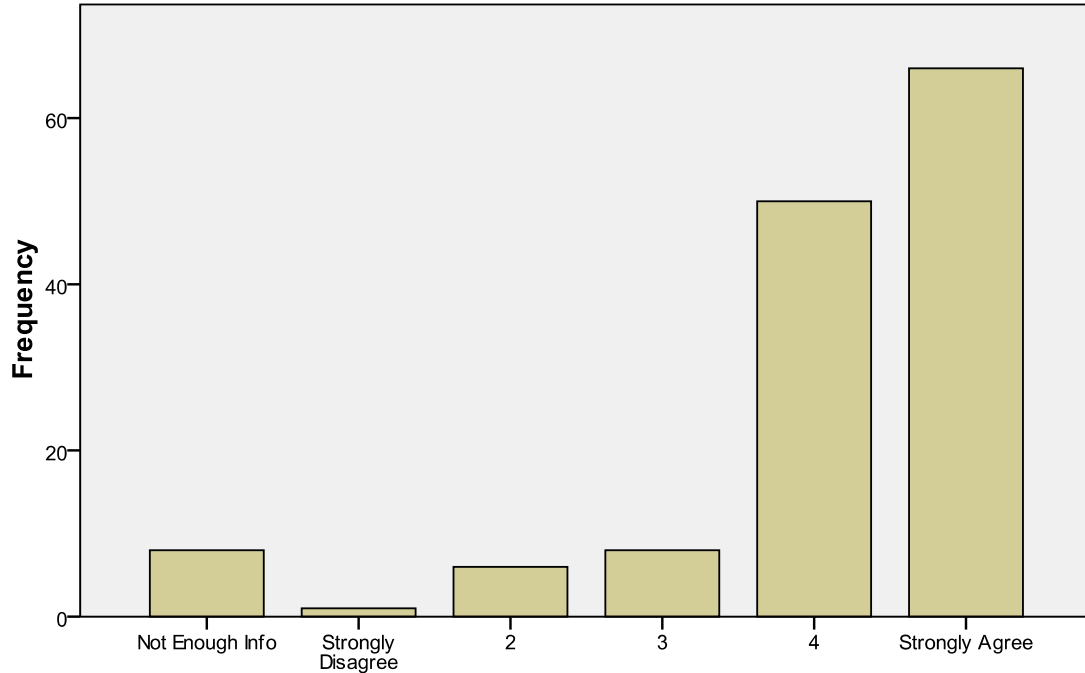


Library staff are responsive to needs and queries.

Question 14

**I favor a name change for UHD.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Not Enough Info | 6 | 4.3 | 4.3 | 4.3 |
| | Strongly Disagree | 64 | 46.0 | 46.4 | 50.7 |
| | 2 | 15 | 10.8 | 10.9 | 61.6 |
| | 3 | 16 | 11.5 | 11.6 | 73.2 |
| | 4 | 13 | 9.4 | 9.4 | 82.6 |
| | Strongly Agree | 24 | 17.3 | 17.4 | 100.0 |
| | Total | 138 | 99.3 | 100.0 | |
| Missing | System | 1 | .7 | | |
| Total | | 139 | 100.0 | | |

Mean = 2.38 (sd=1.6)

**I favor a name change for UHD.**
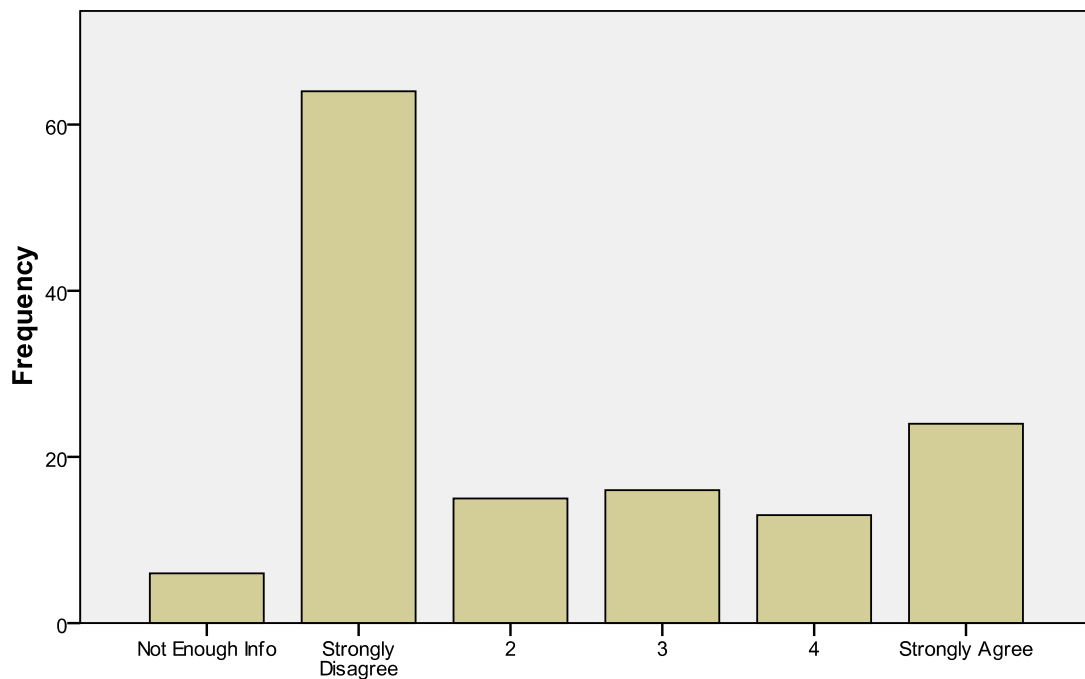


**I favor a name change for UHD.**

Question 15a

**Teaching-related activities  (including class time)**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 10-19 | 13 | 9.4 | 9.8 | 9.8 |
|  | 20-29 | 60 | 43.2 | 45.1 | 54.9 |
|  | 30-39 | 41 | 29.5 | 30.8 | 85.7 |
|  | 40+ | 19 | 13.7 | 14.3 | 100.0 |
|  | Total | 133 | 95.7 | 100.0 |  |
| Missing | 0 | 6 | 4.3 |  |  |
| Total |  | 139 | 100.0 |  |  |

**Teaching-related activities  (including class time)**
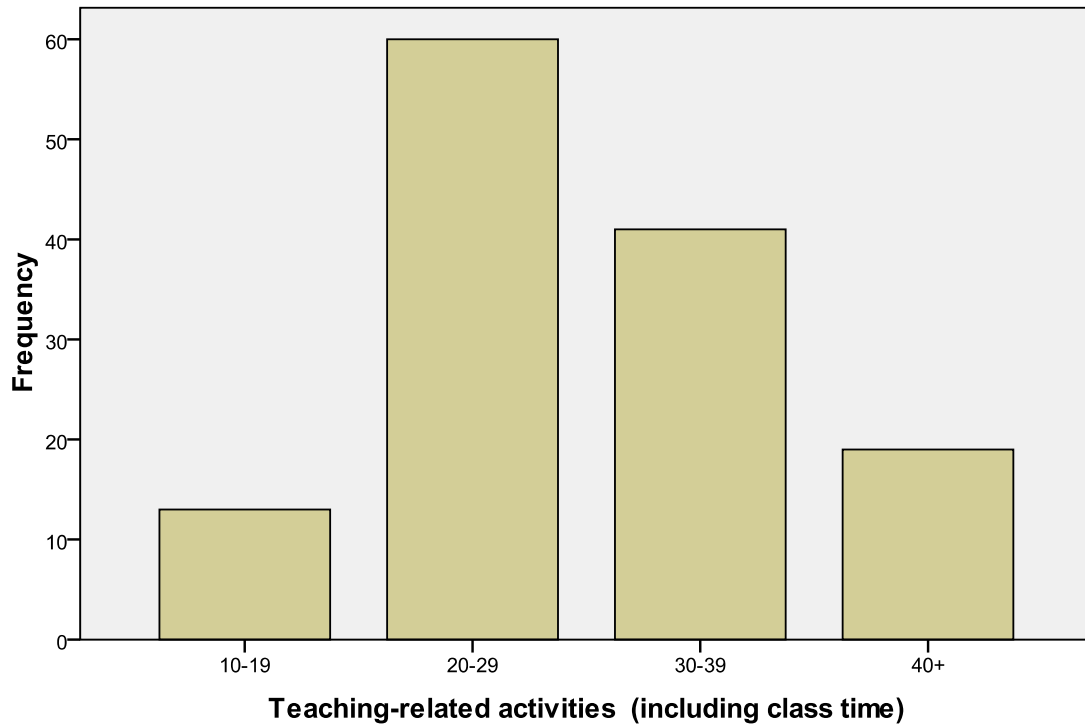
Question 15b

**Scholarly/Creative Activity**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 0-4 | 20 | 14.4 | 15.0 | 15.0 |
|  | 5-9 | 45 | 32.4 | 33.8 | 48.9 |
|  | 10-14 | 34 | 24.5 | 25.6 | 74.4 |
|  | 15-19 | 23 | 16.5 | 17.3 | 91.7 |
|  | 20+ | 11 | 7.9 | 8.3 | 100.0 |
|  | Total | 133 | 95.7 | 100.0 |  |
| Missing | 0 | 6 | 4.3 |  |  |
| Total |  | 139 | 100.0 |  |  |

**Scholarly/Creative Activity**
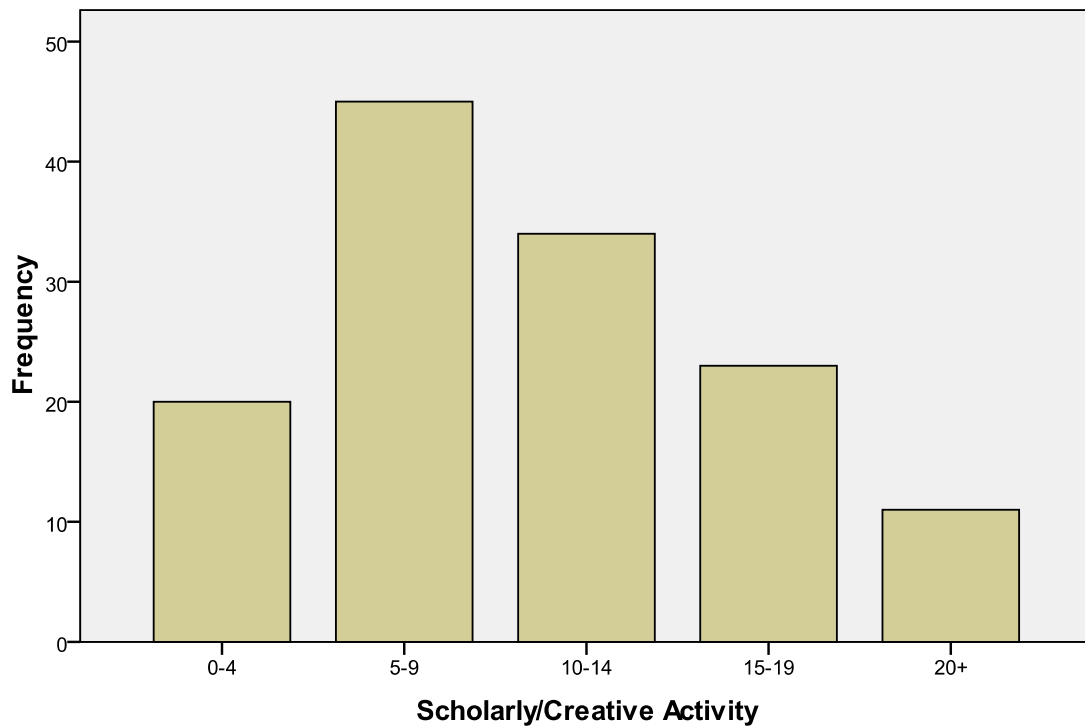
Question 15c

**Service (all types, non-compensated only)**

|         |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------|-----------|---------|---------------|--------------------|
| Valid   | 0-4   | 11        | 7.9     | 8.3           | 8.3                |
|         | 5-9   | 55        | 39.6    | 41.4          | 49.6               |
|         | 10-14 | 42        | 30.2    | 31.6          | 81.2               |
|         | 15-19 | 14        | 10.1    | 10.5          | 91.7               |
|         | 20+   | 11        | 7.9     | 8.3           | 100.0              |
|         | Total | 133       | 95.7    | 100.0         |                    |
| Missing | 0     | 6         | 4.3     |               |                    |
| Total   |       | 139       | 100.0   |               |                    |

**Service (all types, non-compensated only)**
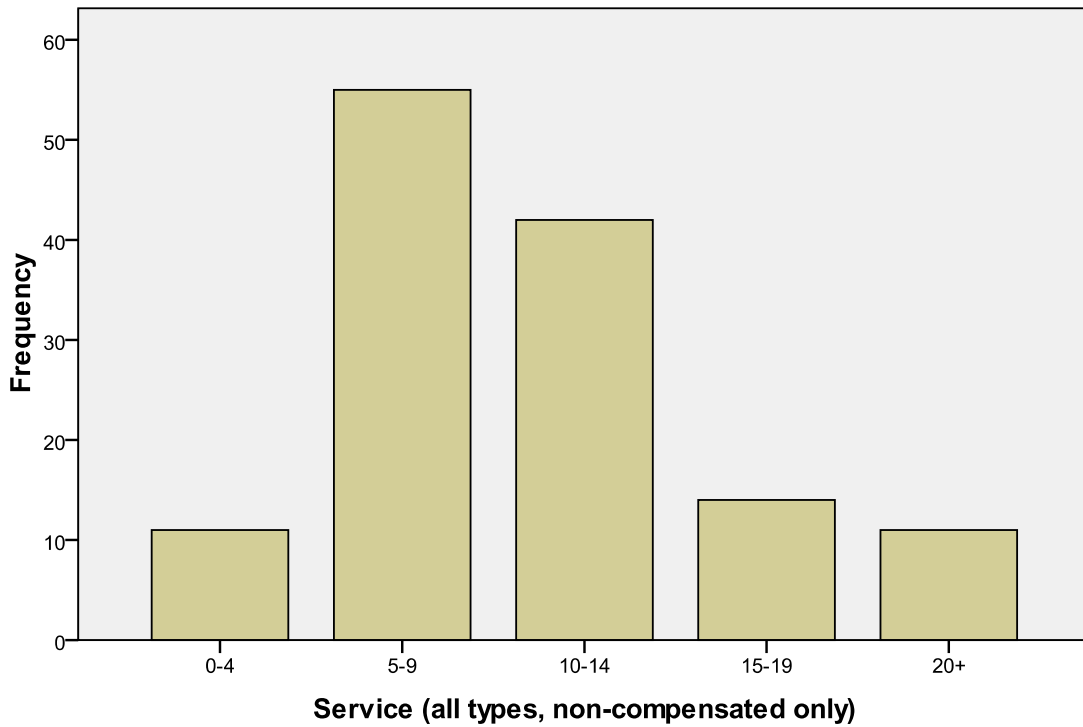
Question 16a

**University President, Dr. Max Castillo**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 10 | 7.2 | 7.9 | 7.9 |
| | 2 | 21 | 15.1 | 16.5 | 24.4 |
| | 3 | 31 | 22.3 | 24.4 | 48.8 |
| | 4 | 41 | 29.5 | 32.3 | 81.1 |
| | Excellent | 24 | 17.3 | 18.9 | 100.0 |
| | Total | 127 | 91.4 | 100.0 | |
| Missing | Not Enough Info | 6 | 4.3 | | |
| | System | 6 | 4.3 | | |
| | Total | 12 | 8.6 | | |
| Total | | 139 | 100.0 | | |

Mean=3.38 (sd=1.2)

**University President, Dr. Max Castillo**
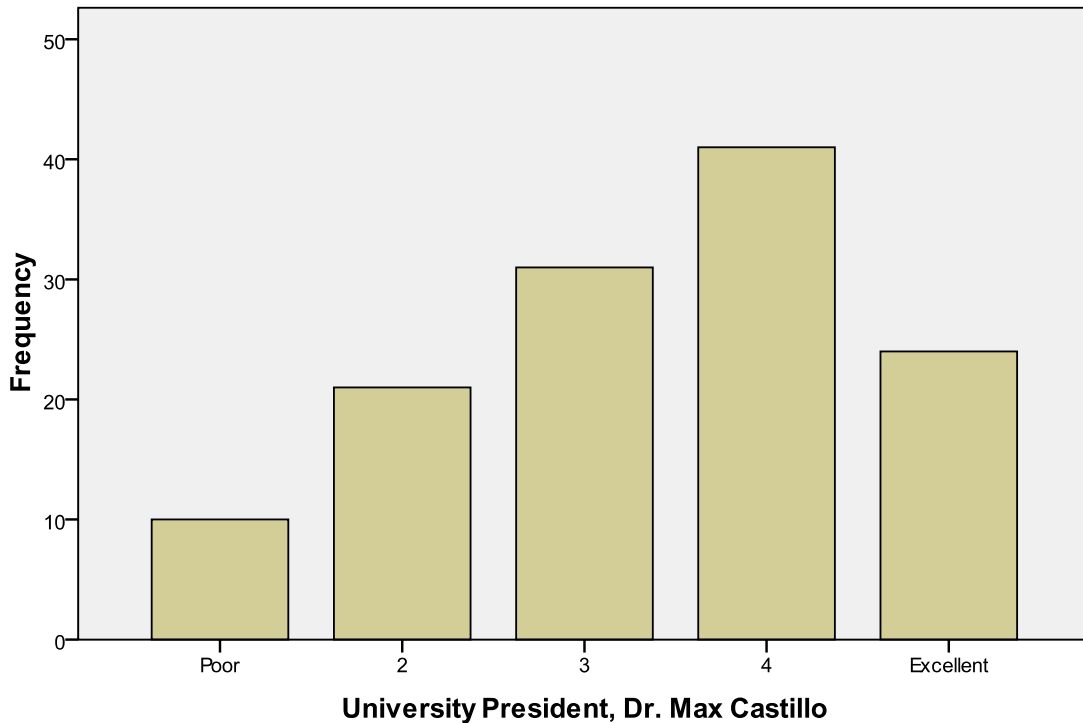
Question 16b

**Vice President – Academic Affairs/Provost, Dr. Molly Woods**

|         |                 | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------|-----------|---------|---------------|--------------------|
| Valid   | Poor            | 50        | 36.0    | 39.4          | 39.4               |
|         | 2               | 34        | 24.5    | 26.8          | 66.1               |
|         | 3               | 19        | 13.7    | 15.0          | 81.1               |
|         | 4               | 18        | 12.9    | 14.2          | 95.3               |
|         | Excellent       | 6         | 4.3     | 4.7           | 100.0              |
|         | Total           | 127       | 91.4    | 100.0         |                    |
| Missing | Not Enough Info | 6         | 4.3     |               |                    |
|         | System          | 6         | 4.3     |               |                    |
|         | Total           | 12        | 8.6     |               |                    |
| Total   |                 | 139       | 100.0   |               |                    |

Mean=2.18 (sd=1.2)

**Vice President – Academic Affairs/Provost, Dr. Molly Woods**
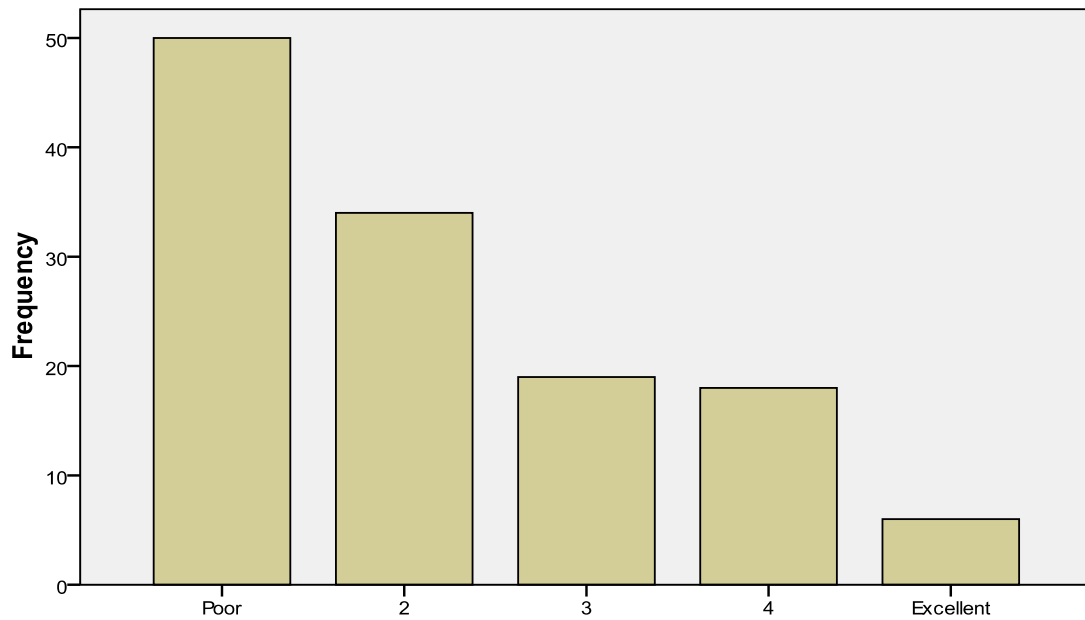


Vice President – Academic Affairs/Provost, Dr. Molly Woods

Question 16c

**Vice President – Administration and Finance, Mr. David Bradley**

|        |                | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|----------------|-----------|---------|---------------|--------------------|
| Valid  | Poor           | 4         | 2.9     | 3.5           | 3.5                |
|        | 2              | 6         | 4.3     | 5.3           | 8.8                |
|        | 3              | 29        | 20.9    | 25.7          | 34.5               |
|        | 4              | 41        | 29.5    | 36.3          | 70.8               |
|        | Excellent      | 33        | 23.7    | 29.2          | 100.0              |
|        | Total          | 113       | 81.3    | 100.0         |                    |
| Missing| Not Enough Info| 20        | 14.4    |               |                    |
|        | System         | 6         | 4.3     |               |                    |
|        | Total          | 26        | 18.7    |               |                    |
| Total  |                | 139       | 100.0   |               |                    |

Mean=3.82 (sd=1.0)

**Vice President – Administration and Finance, Mr. David Bradley**
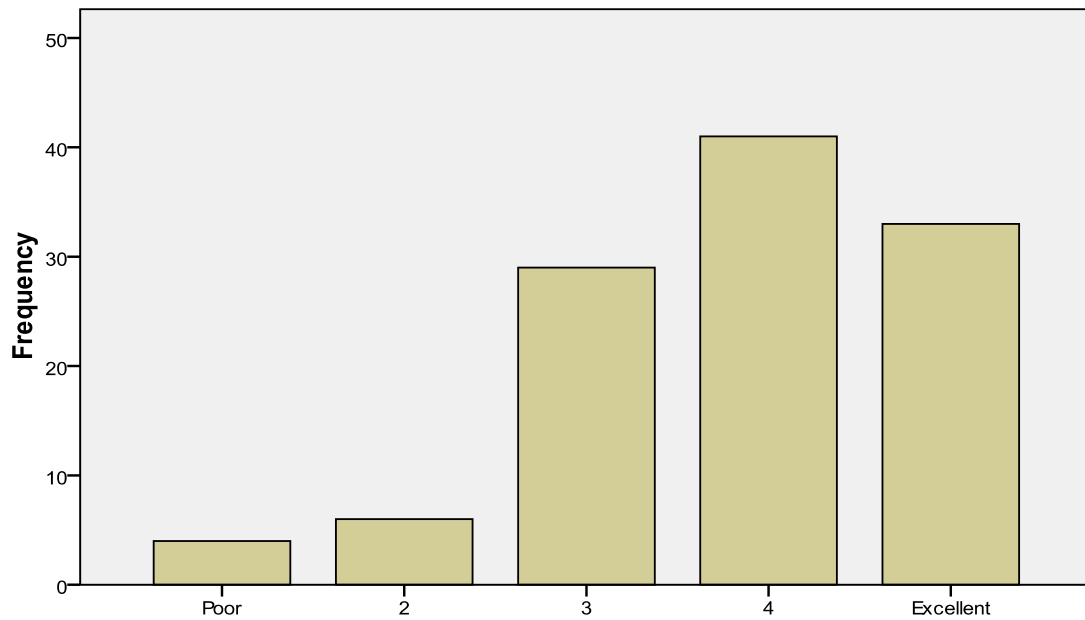


Vice President – Administration and Finance, Mr. David Bradley

Question 16d

**Vice President – Student Services and Enrollment Management, Mr. Ed Apodaca**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 4 | 2.9 | 4.9 | 4.9 |
| | 2 | 10 | 7.2 | 12.3 | 17.3 |
| | 3 | 33 | 23.7 | 40.7 | 58.0 |
| | 4 | 24 | 17.3 | 29.6 | 87.7 |
| | Excellent | 10 | 7.2 | 12.3 | 100.0 |
| | Total | 81 | 58.3 | 100.0 | |
| Missing | Not Enough Info | 51 | 36.7 | | |
| | System | 7 | 5.0 | | |
| | Total | 58 | 41.7 | | |
| Total | | 139 | 100.0 | | |

Mean=3.32 (sd=1.0)

**Vice President – Student Services and Enrollment Management, Mr. Ed Apodaca**



Vice President – Student Services and Enrollment Management, Mr. Ed Apodaca
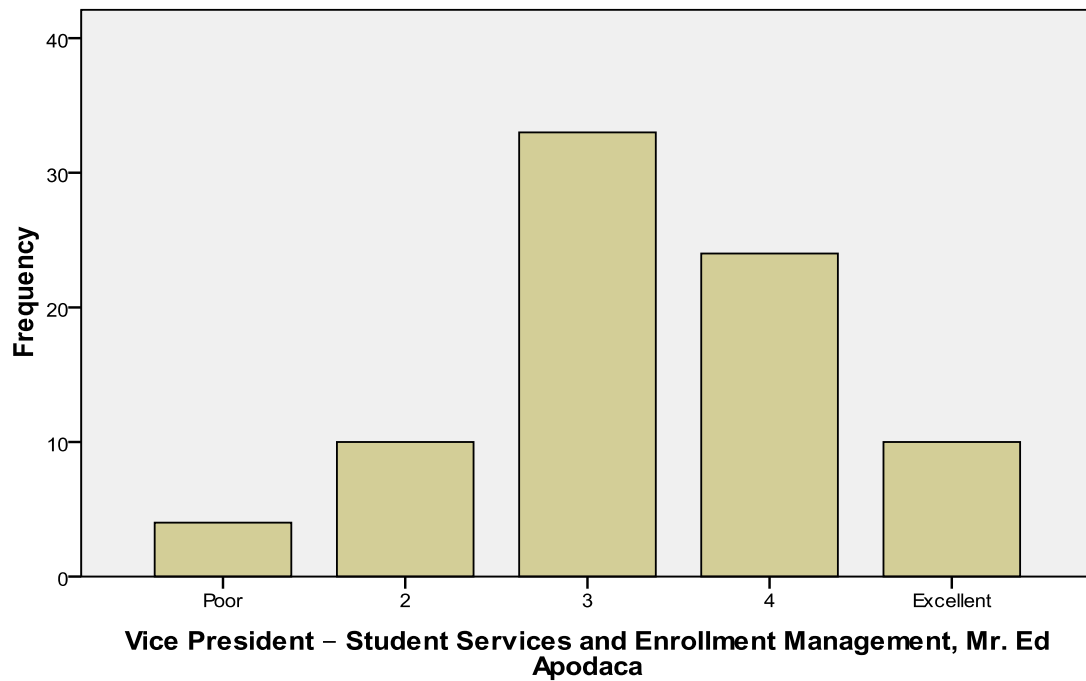
Question 16e

**Vice President – Employment Services and Operations, Ms. Ivonne Montalbano**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 8 | 5.8 | 9.6 | 9.6 |
| | 2 | 12 | 8.6 | 14.5 | 24.1 |
| | 3 | 36 | 25.9 | 43.4 | 67.5 |
| | 4 | 22 | 15.8 | 26.5 | 94.0 |
| | Excellent | 5 | 3.6 | 6.0 | 100.0 |
| | Total | 83 | 59.7 | 100.0 | |
| Missing | Not Enough Info | 48 | 34.5 | | |
| | System | 8 | 5.8 | | |
| | Total | 56 | 40.3 | | |
| Total | | 139 | 100.0 | | |

Mean=3.05 (sd=1.0)

**Vice President – Employment Services and Operations, Ms. Ivonne Montalbano**
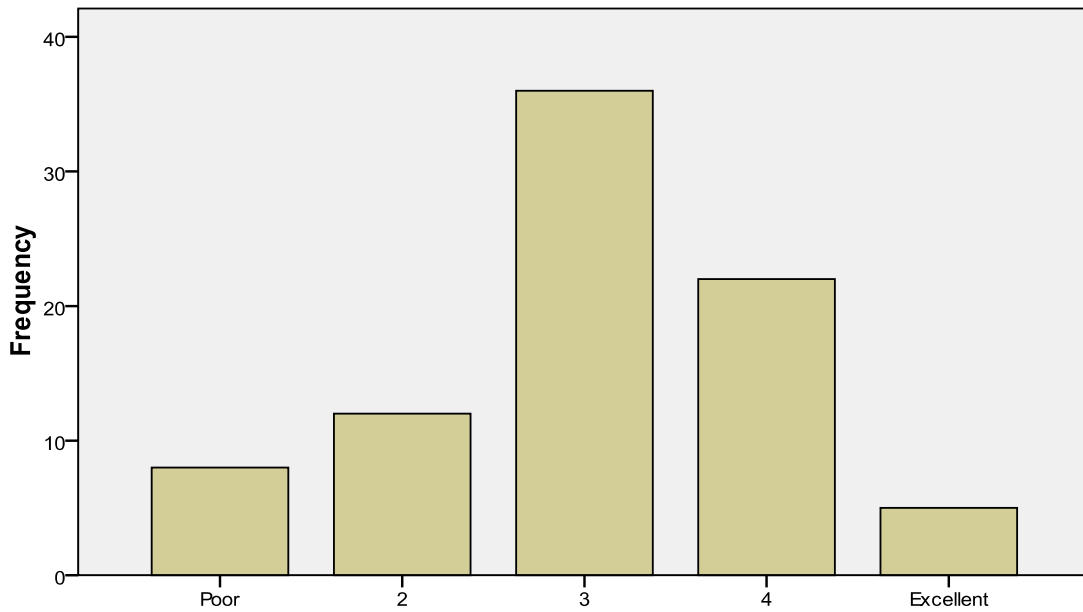


**Vice President – Employment Services and Operations, Ms. Ivonne Montalbano**

Question 16f

**Associate Vice President – Planning and Analysis, Dr. David Fairbanks**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 25 | 18.0 | 24.3 | 24.3 |
| | 2 | 29 | 20.9 | 28.2 | 52.4 |
| | 3 | 31 | 22.3 | 30.1 | 82.5 |
| | 4 | 14 | 10.1 | 13.6 | 96.1 |
| | Excellent | 4 | 2.9 | 3.9 | 100.0 |
| | Total | 103 | 74.1 | 100.0 | |
| Missing | Not Enough Info | 26 | 18.7 | | |
| | System | 10 | 7.2 | | |
| | Total | 36 | 25.9 | | |
| Total | | 139 | 100.0 | | |

Mean=2.45 (sd=1.1)

**Associate Vice President – Planning and Analysis, Dr. David Fairbanks**
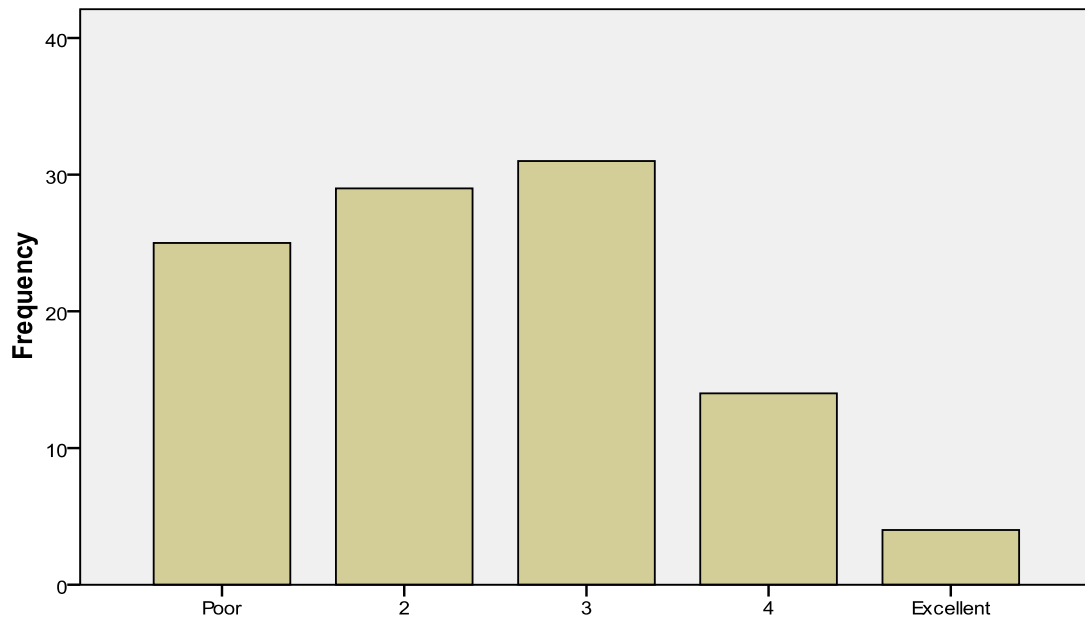


Associate Vice President – Planning and Analysis, Dr. David Fairbanks

Question 16g

**Associate Vice President – Information Technology, Mr. Hossein Shahrokhi**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 2 | 1.4 | 1.9 | 1.9 |
|  | 2 | 7 | 5.0 | 6.7 | 8.7 |
|  | 3 | 23 | 16.5 | 22.1 | 30.8 |
|  | 4 | 36 | 25.9 | 34.6 | 65.4 |
|  | Excellent | 36 | 25.9 | 34.6 | 100.0 |
|  | Total | 104 | 74.8 | 100.0 |  |
| Missing | Not Enough Info | 28 | 20.1 |  |  |
|  | System | 7 | 5.0 |  |  |
|  | Total | 35 | 25.2 |  |  |
| Total |  | 139 | 100.0 |  |  |

Mean=3.93 (sd=1.0)

**Associate Vice President – Information Technology, Mr. Hossein Shahrokhi**
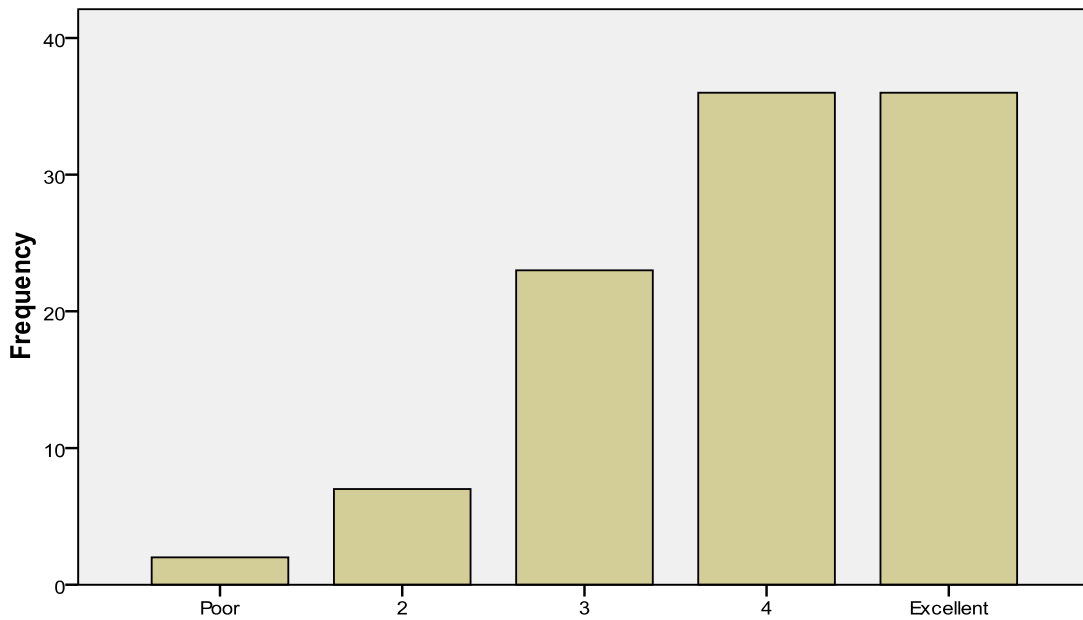


**Associate Vice President – Information Technology, Mr. Hossein Shahrokhi**

Question 16h

**Associate Vice President for Institutional Effectiveness, Dr. Pat Williams**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 15 | 10.8 | 13.3 | 13.3 |
|  | 2 | 18 | 12.9 | 15.9 | 29.2 |
|  | 3 | 50 | 36.0 | 44.2 | 73.5 |
|  | 4 | 20 | 14.4 | 17.7 | 91.2 |
|  | Excellent | 10 | 7.2 | 8.8 | 100.0 |
|  | Total | 113 | 81.3 | 100.0 |  |
| Missing | Not Enough Info | 19 | 13.7 |  |  |
|  | System | 7 | 5.0 |  |  |
|  | Total | 26 | 18.7 |  |  |
| Total |  | 139 | 100.0 |  |  |

Mean=2.93 (sd=1.1)

**Associate Vice President for Institutional Effectiveness, Dr. Pat Williams**



Associate Vice President for Institutional Effectiveness, Dr. Pat Williams
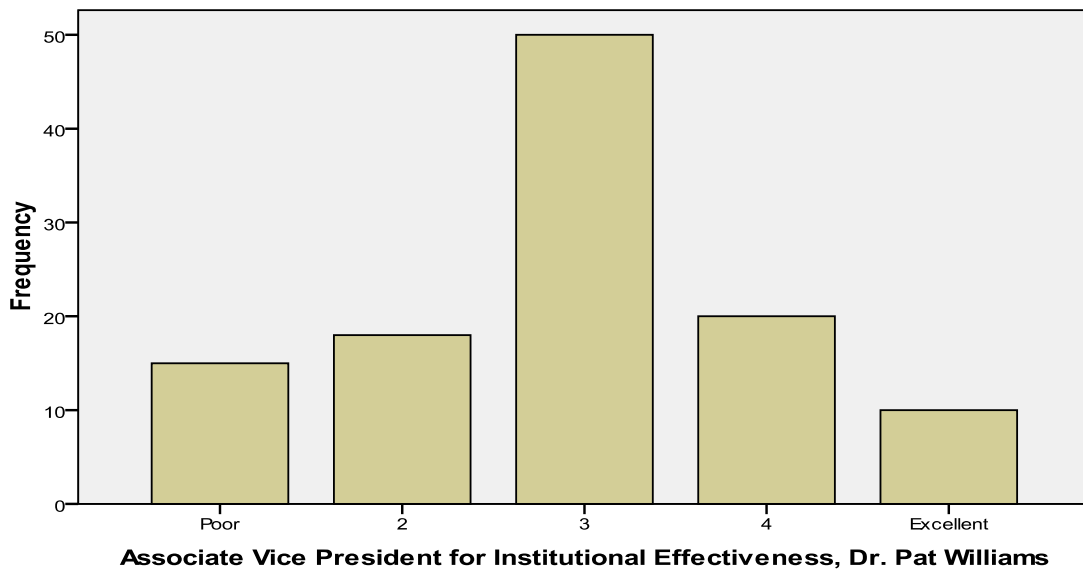
Question 16i

**Assistant Vice President –Academic Affairs, Distance Education, Dr. Gail Evans**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 13 | 9.4 | 15.3 | 15.3 |
|  | 2 | 18 | 12.9 | 21.2 | 36.5 |
|  | 3 | 28 | 20.1 | 32.9 | 69.4 |
|  | 4 | 20 | 14.4 | 23.5 | 92.9 |
|  | Excellent | 6 | 4.3 | 7.1 | 100.0 |
|  | Total | 85 | 61.2 | 100.0 |  |
| Missing | Not Enough Info | 43 | 30.9 |  |  |
|  | System | 11 | 7.9 |  |  |
|  | Total | 54 | 38.8 |  |  |
| Total |  | 139 | 100.0 |  |  |

Mean=2.86 (sd=1.2)

**Assistant Vice President –Academic Affairs, Distance Education, Dr. Gail Evans**



Assistant Vice President –Academic Affairs, Distance Education, Dr. Gail Evans
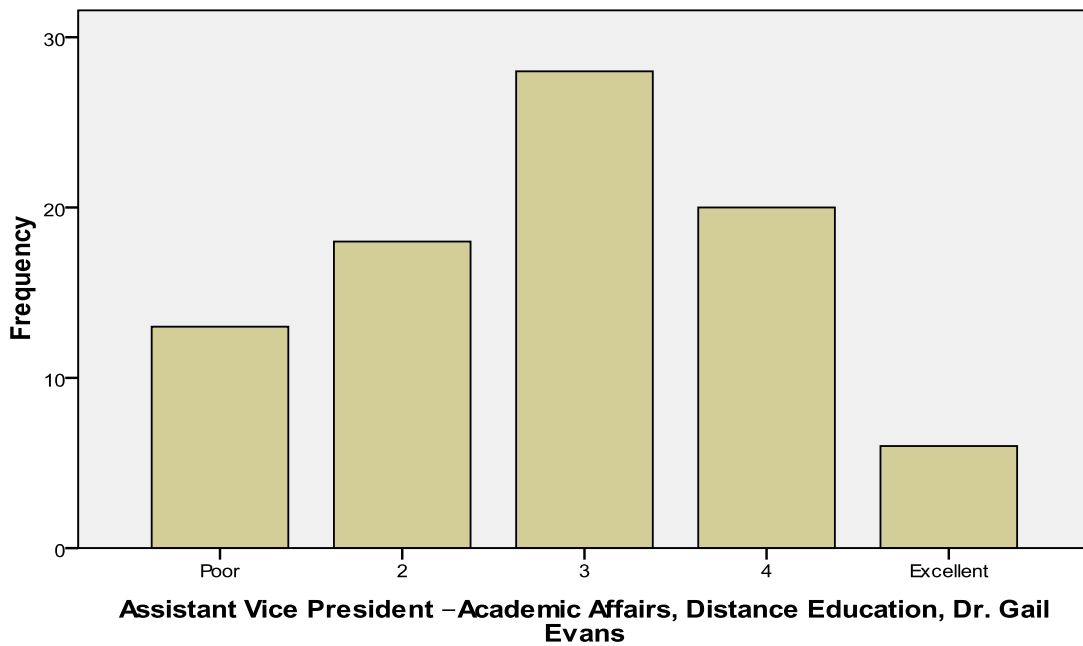
Question 16j

**Assistant Vice President – Facilities Management, Mr. Chris McCall**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 1 | .7 | 1.1 | 1.1 |
| | 2 | 7 | 5.0 | 7.6 | 8.7 |
| | 3 | 25 | 18.0 | 27.2 | 35.9 |
| | 4 | 35 | 25.2 | 38.0 | 73.9 |
| | Excellent | 24 | 17.3 | 26.1 | 100.0 |
| | Total | 92 | 66.2 | 100.0 | |
| Missing | Not Enough Info | 39 | 28.1 | | |
| | System | 8 | 5.8 | | |
| | Total | 47 | 33.8 | | |
| Total | | 139 | 100.0 | | |

Mean=3.8 (sd=1.0)

**Assistant Vice President – Facilities Management, Mr. Chris McCall**
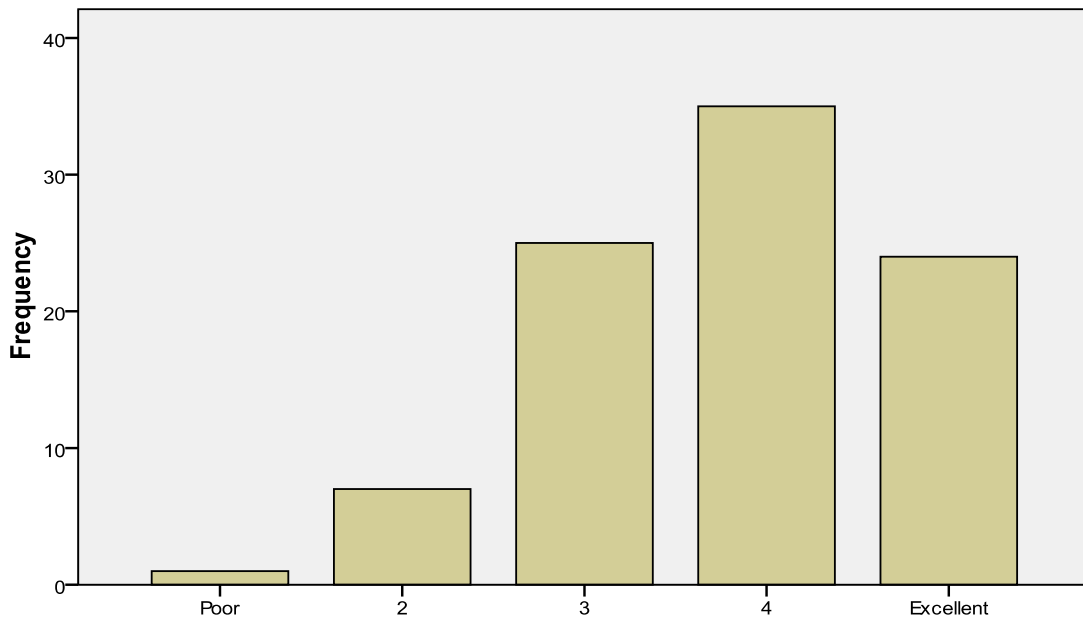


Assistant Vice President – Facilities Management, Mr. Chris McCall

Question 16k

**Assistant Vice President – Student Services, Mr. Tommy Thomason**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 6 | 4.3 | 6.3 | 6.3 |
|  | 2 | 4 | 2.9 | 4.2 | 10.5 |
|  | 3 | 26 | 18.7 | 27.4 | 37.9 |
|  | 4 | 29 | 20.9 | 30.5 | 68.4 |
|  | Excellent | 30 | 21.6 | 31.6 | 100.0 |
|  | Total | 95 | 68.3 | 100.0 |  |
| Missing | Not Enough Info | 36 | 25.9 |  |  |
|  | System | 8 | 5.8 |  |  |
|  | Total | 44 | 31.7 |  |  |
| Total |  | 139 | 100.0 |  |  |

Mean=3.77 (sd=1.1)
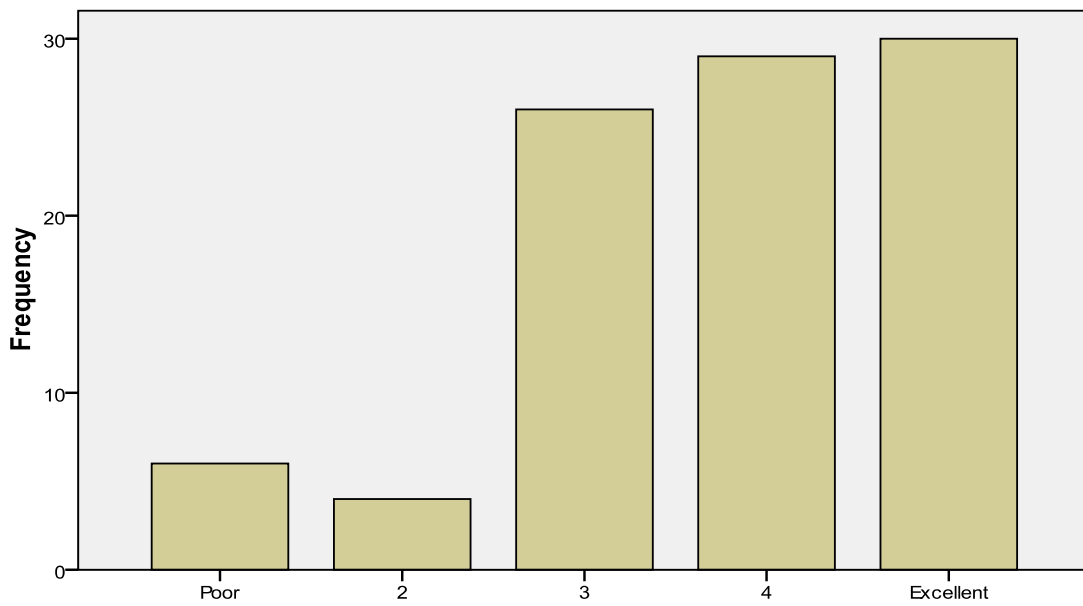
**Assistant Vice President – Student Services, Mr. Tommy Thomason**

Question 16l

**Assistant Vice President– Employee Services and Records Management, Ms. Betty Powell**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 1 | .7 | 1.2 | 1.2 |
| | 2 | 7 | 5.0 | 8.3 | 9.5 |
| | 3 | 23 | 16.5 | 27.4 | 36.9 |
| | 4 | 39 | 28.1 | 46.4 | 83.3 |
| | Excellent | 14 | 10.1 | 16.7 | 100.0 |
| | Total | 84 | 60.4 | 100.0 | |
| Missing | Not Enough Info | 49 | 35.3 | | |
| | System | 6 | 4.3 | | |
| | Total | 55 | 39.6 | | |
| Total | | 139 | 100.0 | | |

Mean=3.69 (sd=.9)

**Assistant Vice President– Employee Services and Records Management, Ms. Betty Powell**



Assistant Vice President– Employee Services and Records Management, Ms. Betty Powell
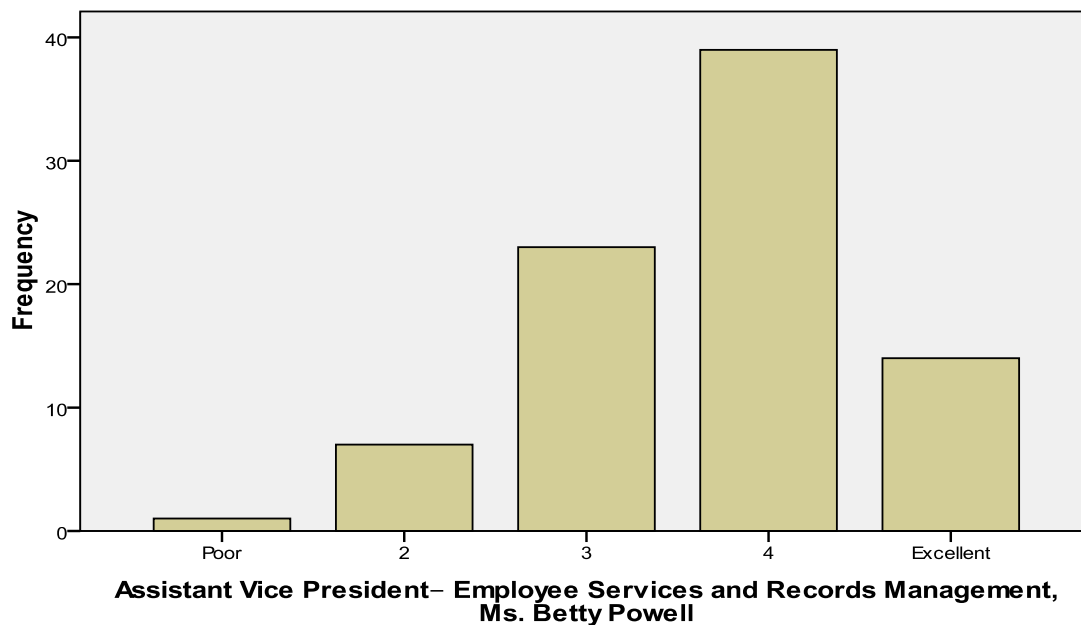
Question 16m

**Assistant Vice President– Employment,Training & Campus Relations/Affirmative Action Officer, Dr. Doug TeDuits**

|        |                 | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------------|-----------|---------|---------------|--------------------|
| Valid  | Poor            | 3         | 2.2     | 3.2           | 3.2                |
|        | 2               | 6         | 4.3     | 6.5           | 9.7                |
|        | 3               | 29        | 20.9    | 31.2          | 40.9               |
|        | 4               | 32        | 23.0    | 34.4          | 75.3               |
|        | Excellent       | 23        | 16.5    | 24.7          | 100.0              |
|        | Total           | 93        | 66.9    | 100.0         |                    |
| Missing| Not Enough Info | 39        | 28.1    |               |                    |
|        | System          | 7         | 5.0     |               |                    |
|        | Total           | 46        | 33.1    |               |                    |
| Total  |                 | 139       | 100.0   |               |                    |

Mean=3.71 (sd=1.0)

**Assistant Vice President– Employment,Training & Campus Relations/Affirmative Action Officer, Dr. Doug TeDuits**



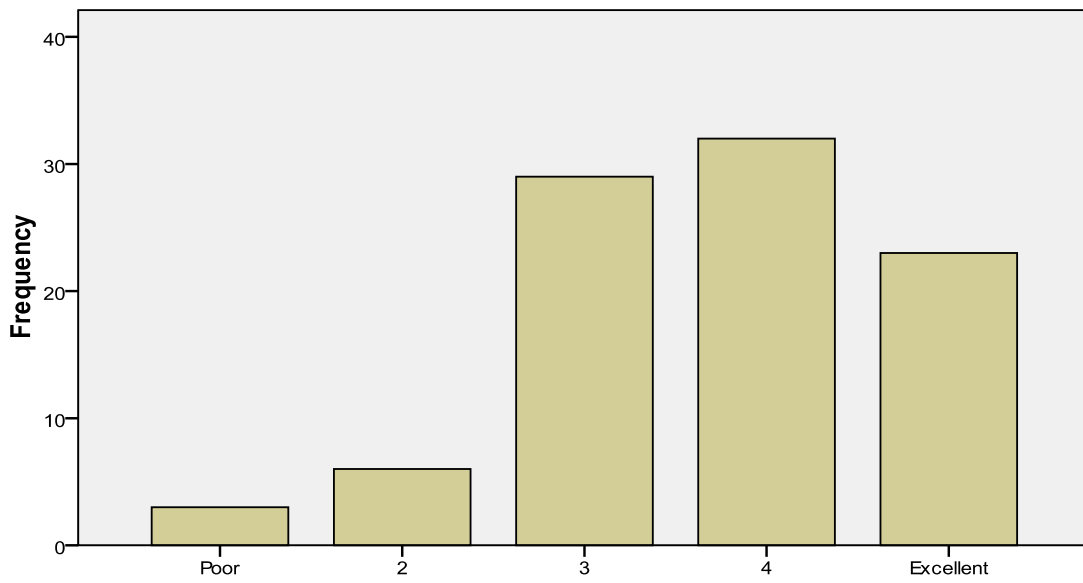Assistant Vice President– Employment,Training & Campus Relations/Affirmative Action Officer, Dr. Doug TeDuits

Question 16n

**Assistant Vice President – Business Affairs, Mr. George Anderson**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 1 | .7 | 2.5 | 2.5 |
| | 2 | 2 | 1.4 | 5.0 | 7.5 |
| | 3 | 25 | 18.0 | 62.5 | 70.0 |
| | 4 | 9 | 6.5 | 22.5 | 92.5 |
| | Excellent | 3 | 2.2 | 7.5 | 100.0 |
| | Total | 40 | 28.8 | 100.0 | |
| Missing | Not Enough Info | 91 | 65.5 | | |
| | System | 8 | 5.8 | | |
| | Total | 99 | 71.2 | | |
| Total | | 139 | 100.0 | | |

Mean=3.28 (sd=.8)

**Assistant Vice President – Business Affairs, Mr. George Anderson**



Assistant Vice President – Business Affairs, Mr. George Anderson
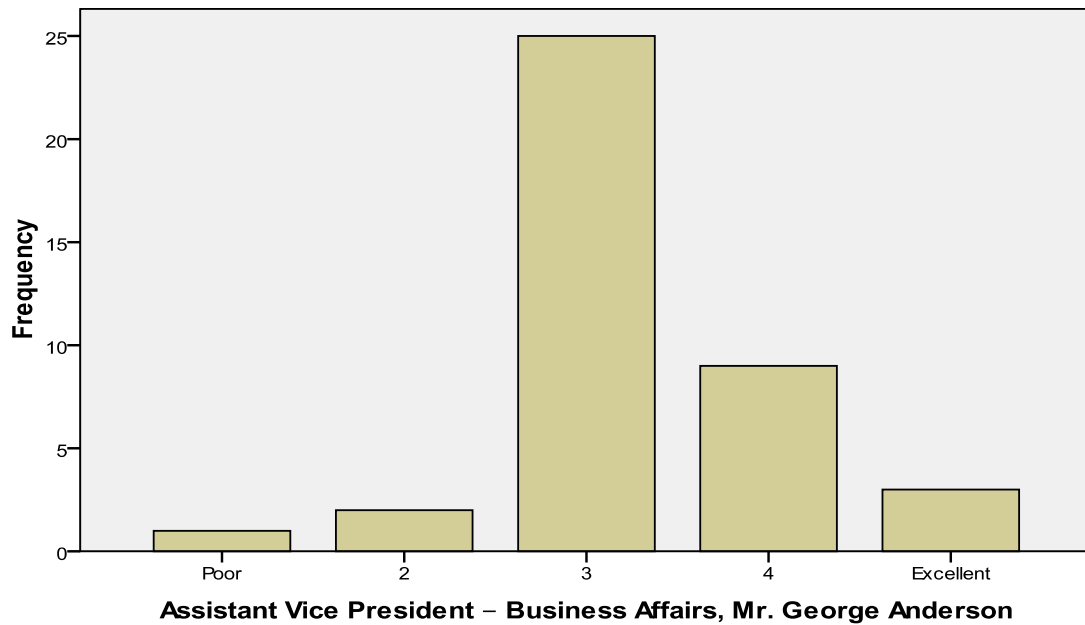
Question 16o

**Dean of Your College Only (please check one that applies)**

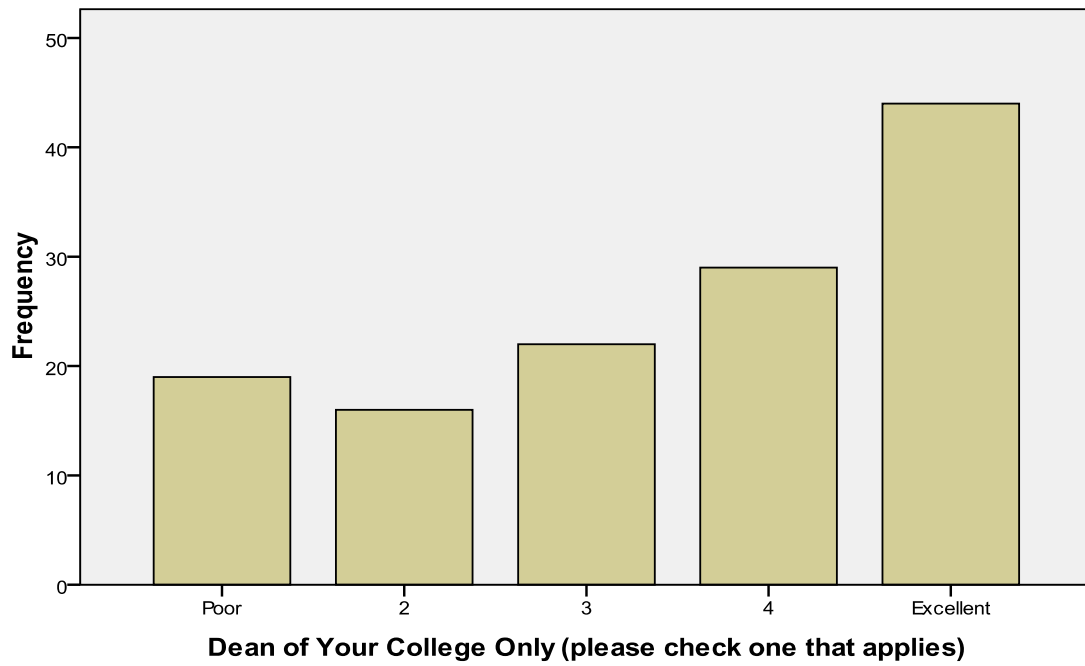|       |                 | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------|-----------|---------|---------------|--------------------|
| Valid | Poor            | 19        | 13.7    | 14.6          | 14.6               |
|       | 2               | 16        | 11.5    | 12.3          | 26.9               |
|       | 3               | 22        | 15.8    | 16.9          | 43.8               |
|       | 4               | 29        | 20.9    | 22.3          | 66.2               |
|       | Excellent       | 44        | 31.7    | 33.8          | 100.0              |
|       | Total           | 130       | 93.5    | 100.0         |                    |
| Missing | Not Enough Info | 2       | 1.4     |               |                    |
|       | System          | 7         | 5.0     |               |                    |
|       | Total           | 9         | 6.5     |               |                    |
| Total |                 | 139       | 100.0   |               |                    |

Mean=3.48 (sd=1.4)

**Dean of Your College Only (please check one that applies)**



**Dean of Your College Only (please check one that applies)**

Question 16p by College Affiliation

**Dean of Your College Only (please check one that applies) * What is your college affiliation? Crosstabulation**

| | | | What is your college affiliation? | | | | |
|---|---|---|---|---|---|---|---|
| | | | CHSS | COB | CPS | CST | Total |
| Dean of Your College Only (please check one that applies) | Poor | Count | 2 | 3 | 3 | 9 | 17 |
| | | % within Dean of Your College Only (please check one that applies) | 11.8% | 17.6% | 17.6% | 52.9% | 100.0% |
| | | % within What is your college affiliation? | 3.8% | 17.6% | 16.7% | 32.1% | 14.8% |
| | | % of Total | 1.7% | 2.6% | 2.6% | 7.8% | 14.8% |
| | 2 | Count | 3 | 2 | 3 | 7 | 15 |
| | | % within Dean of Your College Only (please check one that applies) | 20.0% | 13.3% | 20.0% | 46.7% | 100.0% |
| | | % within What is your college affiliation? | 5.8% | 11.8% | 16.7% | 25.0% | 13.0% |
| | | % of Total | 2.6% | 1.7% | 2.6% | 6.1% | 13.0% |
| | 3 | Count | 9 | 2 | 2 | 6 | 19 |
| | | % within Dean of Your College Only (please check one that applies) | 47.4% | 10.5% | 10.5% | 31.6% | 100.0% |
| | | % within What is your college affiliation? | 17.3% | 11.8% | 11.1% | 21.4% | 16.5% |
| | | % of Total | 7.8% | 1.7% | 1.7% | 5.2% | 16.5% |
| | 4 | Count | 14 | 2 | 4 | 4 | 24 |
| | | % within Dean of Your College Only (please check one that applies) | 58.3% | 8.3% | 16.7% | 16.7% | 100.0% |
| | | % within What is your college affiliation? | 26.9% | 11.8% | 22.2% | 14.3% | 20.9% |
| | | % of Total | 12.2% | 1.7% | 3.5% | 3.5% | 20.9% |

| | | | | | | |
|---|---|---|---|---|---|---|
| Excellent | Count | 24 | 8 | 6 | 2 | 40 |
| | % within Dean of Your College Only (please check one that applies) | 60.0% | 20.0% | 15.0% | 5.0% | 100.0% |
| | % within What is your college affiliation? | 46.2% | 47.1% | 33.3% | 7.1% | 34.8% |
| | % of Total | 20.9% | 7.0% | 5.2% | 1.7% | 34.8% |
| Total | Count | 52 | 17 | 18 | 28 | 115 |
| | % within Dean of Your College Only (please check one that applies) | 45.2% | 14.8% | 15.7% | 24.3% | 100.0% |
| | % within What is your college affiliation? | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| | % of Total | 45.2% | 14.8% | 15.7% | 24.3% | 100.0% |

**Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-sided) |
|---|---|---|---|
| Pearson Chi-Square | 27.430[a] | 12 | .007 |
| Likelihood Ratio | 30.542 | 12 | .002 |
| N of Valid Cases | 115 | | |

a. 11 cells (55.0%) have expected count less than 5. The minimum
expected count is 2.22.

[This means that there are significantly different perceptions of their Dean between colleges]

## Bar Chart



**What is your college affiliation?**
- CHSS
- COB
- CPS
- CST

Count (y-axis)

Dean of Your College Only (please check one that applies) (x-axis): Poor, 2, 3, 4, Excellent
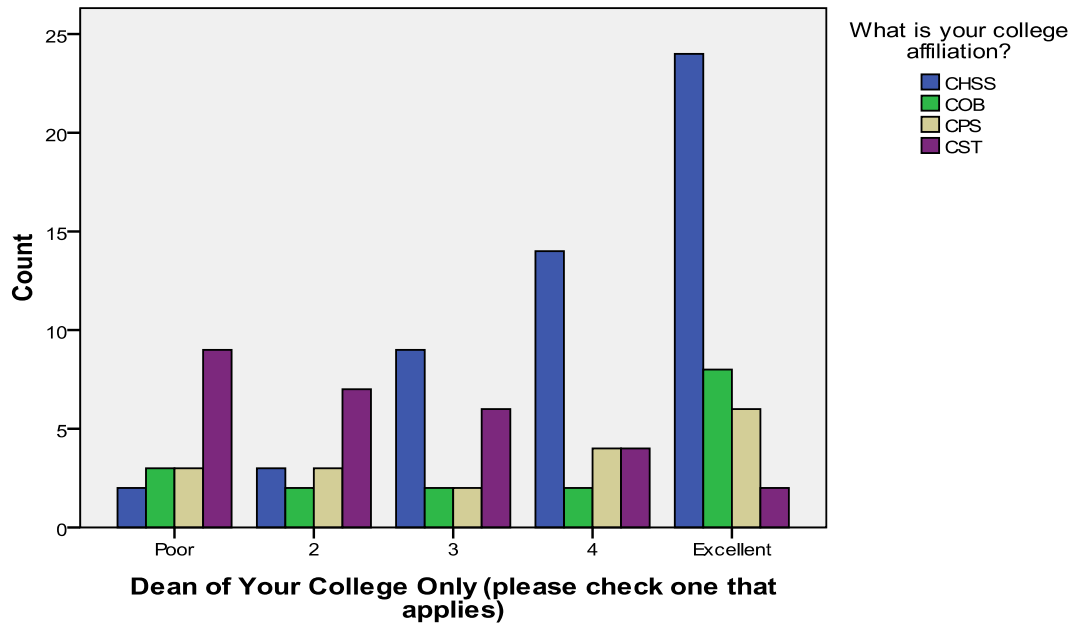
Question 16p

**Faculty Senate**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Poor | 7 | 5.0 | 5.5 | 5.5 |
| | 2 | 8 | 5.8 | 6.3 | 11.8 |
| | 3 | 21 | 15.1 | 16.5 | 28.3 |
| | 4 | 56 | 40.3 | 44.1 | 72.4 |
| | Excellent | 35 | 25.2 | 27.6 | 100.0 |
| | Total | 127 | 91.4 | 100.0 | |
| Missing | Not Enough Info | 5 | 3.6 | | |
| | System | 7 | 5.0 | | |
| | Total | 12 | 8.6 | | |
| Total | | 139 | 100.0 | | |

Mean=3.82 (sd=1.1)

**Faculty Senate**
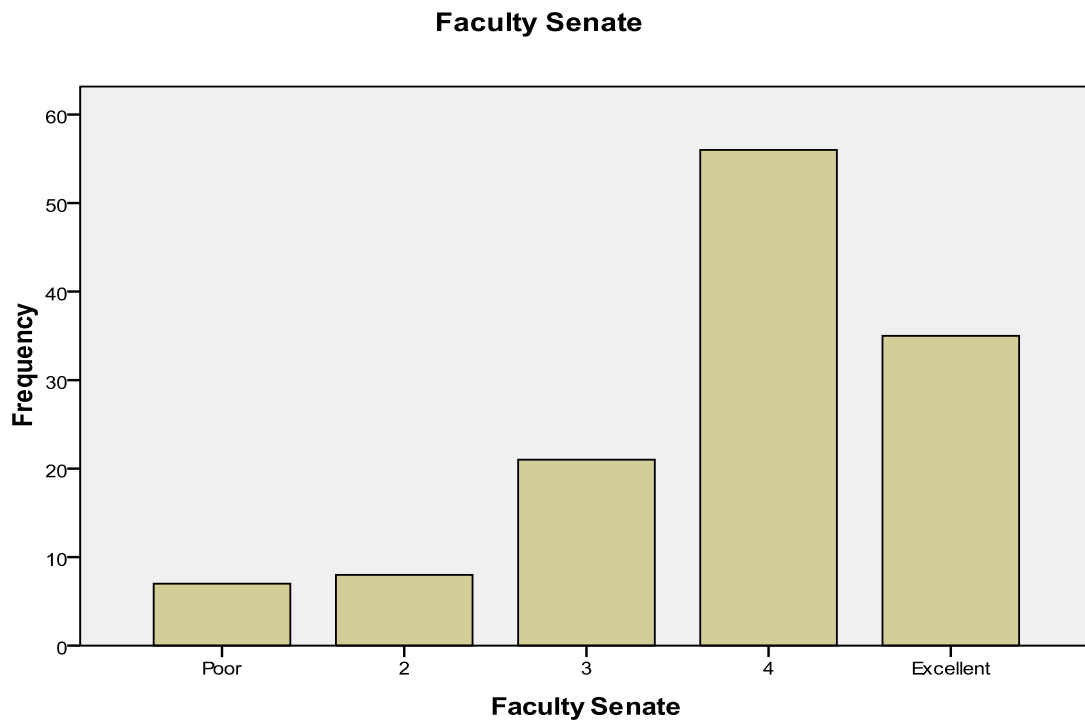
*NOTE: Questions 17-21 required written responses. These data were analyzed by a subcommittee; results were discussed in the body of this report.*

Question 22

**Please indicate your gender.**

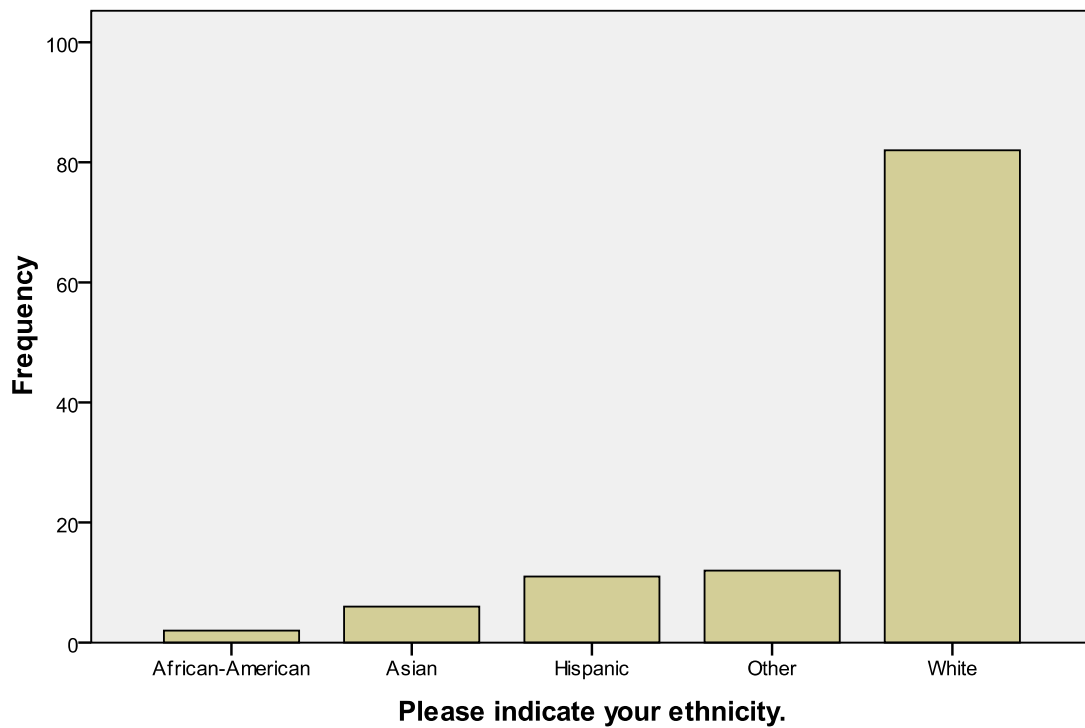|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Male | 58 | 41.7 | 48.3 | 48.3 |
|  | Female | 62 | 44.6 | 51.7 | 100.0 |
|  | Total | 120 | 86.3 | 100.0 |  |
| Missing | System | 19 | 13.7 |  |  |
| Total |  | 139 | 100.0 |  |  |

**Please indicate your gender.**
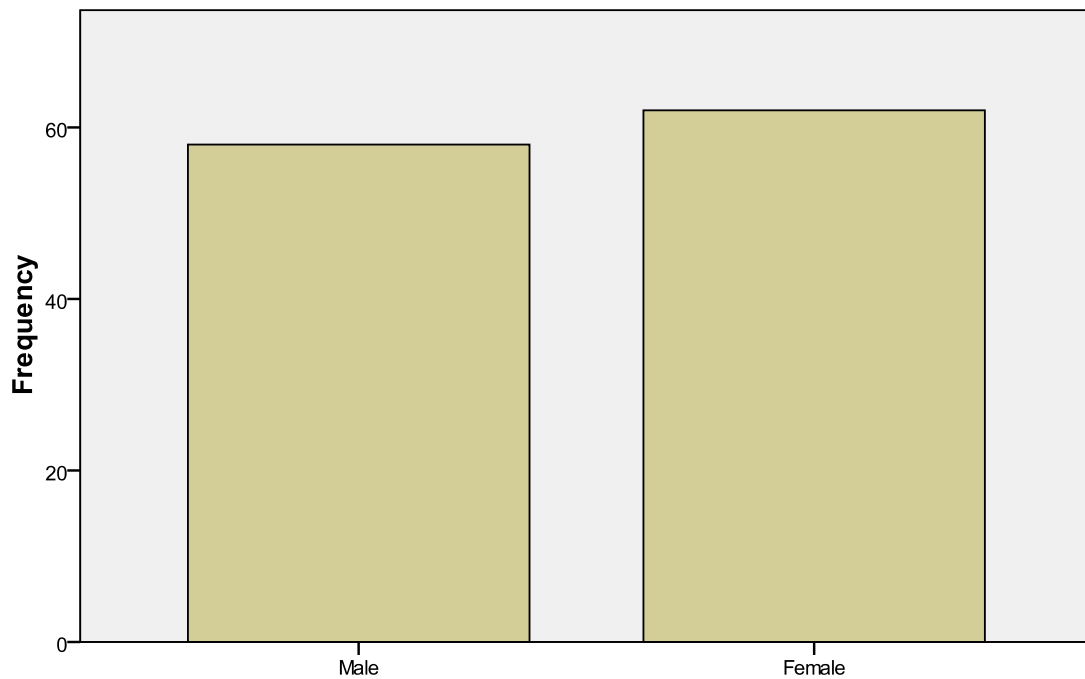


**Please indicate your gender.**

Question 23

**Please indicate your ethnicity.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | African-American | 2 | 1.4 | 1.8 | 1.8 |
|  | Asian | 6 | 4.3 | 5.3 | 7.1 |
|  | Hispanic | 11 | 7.9 | 9.7 | 16.8 |
|  | Other | 12 | 8.6 | 10.6 | 27.4 |
|  | White | 82 | 59.0 | 72.6 | 100.0 |
|  | Total | 113 | 81.3 | 100.0 |  |
| Missing | 0 | 26 | 18.7 |  |  |
| Total |  | 139 | 100.0 |  |  |

**Please indicate your ethnicity.**



**Please indicate your ethnicity.**

**Ethnicity--white/not-white**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | not-white | 31 | 22.3 | 27.4 | 27.4 |
| | white | 82 | 59.0 | 72.6 | 100.0 |
| | Total | 113 | 81.3 | 100.0 | |
| Missing | System | 26 | 18.7 | | |
| Total | | 139 | 100.0 | | |

## Ethnicity--white/not-white
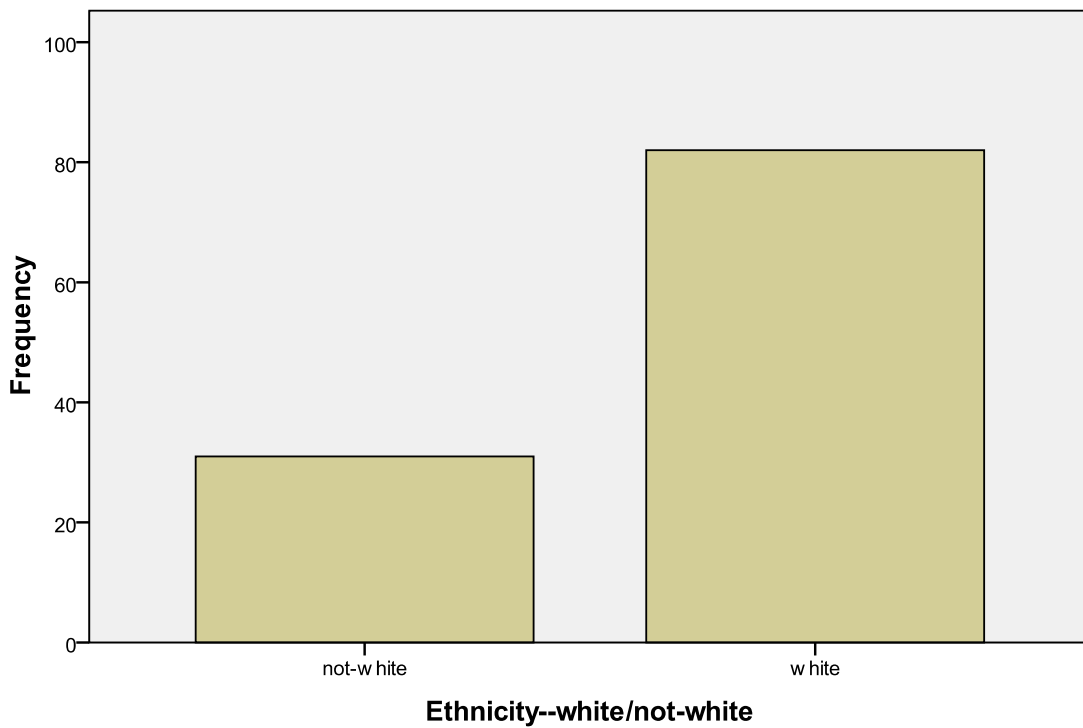
Question 24

**What is your current rank at UHD?**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | *Instructor | 1 | .7 | .9 | .9 |
| | Assistant Professor | 51 | 36.7 | 43.6 | 44.4 |
| | Associate Professor | 49 | 35.3 | 41.9 | 86.3 |
| | Professor | 16 | 11.5 | 13.7 | 100.0 |
| | Total | 117 | 84.2 | 100.0 | |
| Missing | 0 | 22 | 15.8 | | |
| Total | | 139 | 100.0 | | |

**What is your current rank at UHD?**
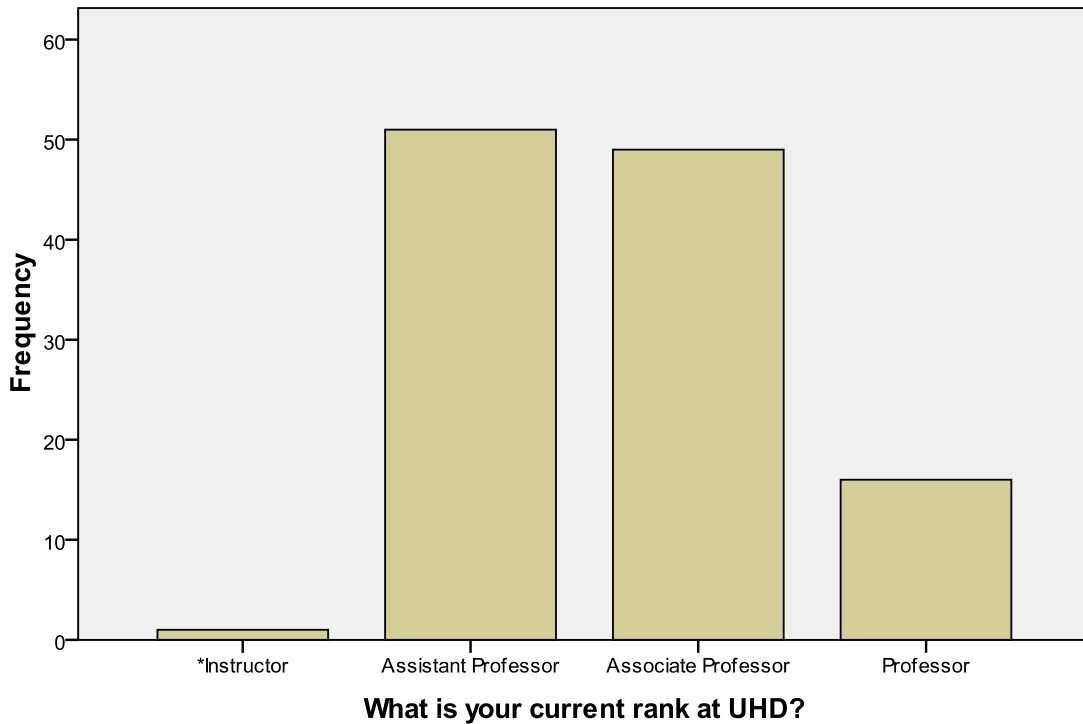
Question 25

**In years, how long have you been employed at UHD?**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1-4 | 37 | 26.6 | 31.4 | 31.4 |
| | 5-8 | 26 | 18.7 | 22.0 | 53.4 |
| | 9-12 | 17 | 12.2 | 14.4 | 67.8 |
| | 13-16 | 13 | 9.4 | 11.0 | 78.8 |
| | 17-21 | 11 | 7.9 | 9.3 | 88.1 |
| | 21+ | 14 | 10.1 | 11.9 | 100.0 |
| | Total | 118 | 84.9 | 100.0 | |
| Missing | 0 | 21 | 15.1 | | |
| Total | | 139 | 100.0 | | |

**In years, how long have you been employed at UHD?**



In years, how long have you been employed at UHD?
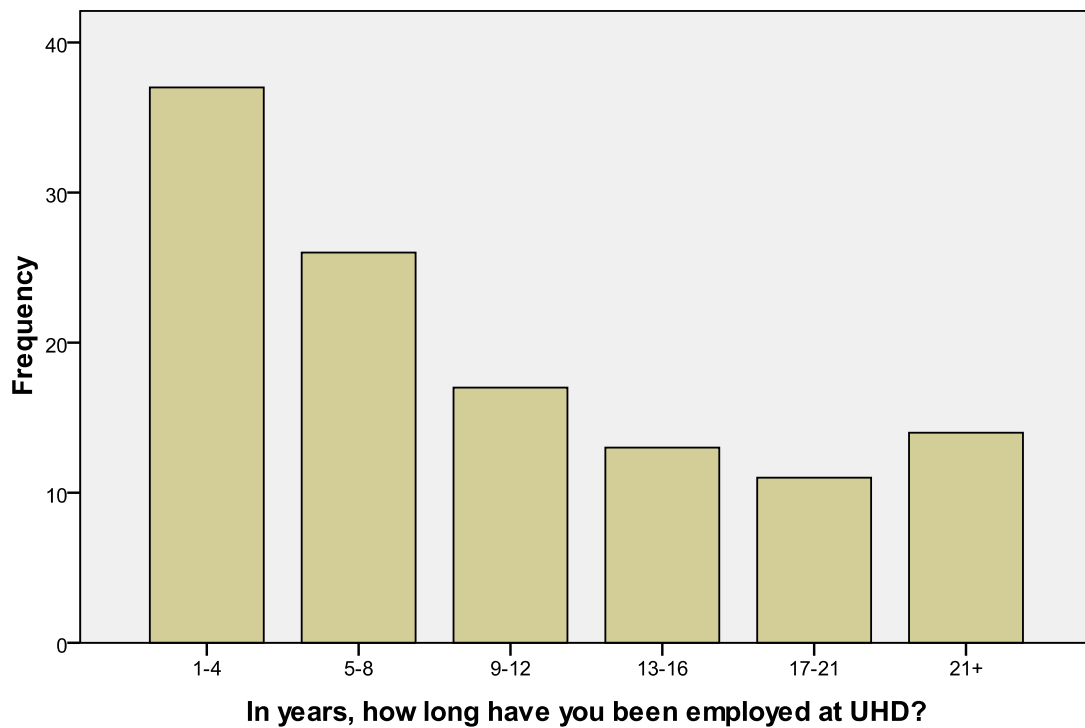
Question 26

**What is your college affiliation?**

|        |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-------|-----------|---------|---------------|--------------------|
| Valid  | CHSS  | 53        | 38.1    | 44.9          | 44.9               |
|        | COB   | 17        | 12.2    | 14.4          | 59.3               |
|        | CPS   | 19        | 13.7    | 16.1          | 75.4               |
|        | CST   | 29        | 20.9    | 24.6          | 100.0              |
|        | Total | 118       | 84.9    | 100.0         |                    |
| Missing| 0     | 21        | 15.1    |               |                    |
| Total  |       | 139       | 100.0   |               |                    |

**What is your college affiliation?**



**What is your college affiliation?**