

APPENDIX B: TABLES OF STATISTICAL ANALYSES DISCUSSED IN THE REPORT

Table B-1. Performance Dimension Results for the Central Administration

Item	Mean	Standard Deviation
Fostering Diversity in the University	.40**	.939
Developing Appropriate Intercollegiate Athletic Programs	.36**	.807
Execution of Their Positions with Honesty and Integrity	.26**	.887
Providing Child Care on Campus	.17**	.798
Supporting the Library	.17**	.856
Providing a Safe Campus Environment	.17**	.784
Improving UH Local and Regional Academic Stature	.11**	.947
Providing Computational and Telecommunications Facilities	.10*	.923
Handling of Crisis and Emergencies	.09	.815
Providing External Communications and Public Relations	-.02	.869
Fostering Excellence in Research and Scholarship	-.03	.984
Fostering Shared Governance and Dialog with Faculty	-.09*	.979
Providing Appropriate Legal Services	-.09**	.790
Providing Internal Communication	-.10**	.837
Selecting, Hiring, and Reviewing Deans	-.15**	.898
Improving UH National and International Reputation	-.16**	.968
Fostering Excellence in Teaching	-.18**	.900
Providing Administrative and Financial Infrastructure	-.22**	.836
Providing Support for Grants and Contracts	-.27**	.969
Supporting the External Fund Raising Efforts of Colleges	-.35**	.920
Obtaining Financial Support from the State Legislature	-.37**	.959
Obtaining Private Support and Development	-.37**	.950
Allocating Resources to Colleges	-.46**	.837

* $p < .05$; ** $p < .01$

Note. The performance dimensions are ordered by mean from high to low. Asterisks next to means indicate the mean is statistically different from zero

For each performance dimension, respondents were asked to provide: "Your perception of the Central Administration's performance in each area."

Rating scale: -2, Extremely Weak,; 0, Neutral; +2, Extremely Strong

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Table B-2. Correlations between the 23 Performance Ratings and Ratings of the Central Administration, President, and Provost.

	Overall Central, Upper Administration Performance	President Approval Rating	Provost Approval Rating
1. Improving UH National and International Academic Stature	0.73	0.62	0.52
2. Improving UH Local and Regional Academic Stature	0.70	0.60	0.54
3. Fostering Excellence in Research and Scholarship	0.68	0.59	0.48
4. Fostering Excellence in Teaching	0.56	0.42	0.39
5. Fostering Shared Governance and Dialogue with Faculty	0.62	0.53	0.44
6. Fostering Diversity in the University	0.37	0.34	0.29
7. Selecting, Hiring, and Reviewing Deans	0.51	0.41	0.41
8. Obtaining Financial Support for the University from the State Legislature	0.60	0.48	0.42
9. Obtaining Private Support and Development	0.67	0.57	0.48
10. Allocating Resources to Colleges	0.59	0.46	0.46
11. Supporting the Library	0.45	0.38	0.28
12. Developing Appropriate Intercollegiate Athletic Programs	0.29	0.26	0.22
13. Providing Computational and Telecommunication Infrastructure	0.43	0.35	0.26
14. Providing Administrative and Financial Infrastructure	0.63	0.51	0.42
15. Providing Support for Grants and Contracts	0.54	0.41	0.40
16. Supporting the External Fund Raising Efforts of Colleges	0.67	0.51	0.47
17. Providing Appropriate Legal Services	0.50	0.40	0.39
18. Providing Internal Communication	0.63	0.50	0.43
19. Providing External Communication and Public Relations	0.58	0.46	0.36
20. Providing a Safe Campus Environment	0.47	0.36	0.27
21. Providing Child Care on Campus	0.28	0.22	0.21
22. Handling of Crisis and Emergencies	0.58	0.43	0.44
23. Execution of Their Positions with Honesty and Integrity	0.70	0.57	0.49

All correlations are significant at the 0.01 level. Each correlation represents the level of association between two ratings. In this table, we examine the relationships between a particular performance rating (each row) with the overall ratings of the central administration, president, and provost (each column). The range of numbers can vary from –1 to 1. The closer a correlation is to zero, the stronger the suggestion of no relationship, while a 1 indicates that you can perfectly predict a rating if you know the other corresponding rating.

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Table B-3. Regression Analysis for the Overall Evaluation of the Central Administration

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	-.047		-1.591	.112
1. Improving UH National and International Reputation	.158	.180	4.599	.000
2. Improving UH Local and Regional Academic Stature	.102	.114	3.173	.002
3. Fostering Excellence in Research and Scholarship	.065	.075	2.016	.045
4. Fostering Excellence in Teaching	.026	.027	.938	.349
5. Fostering Shared Governance and Dialog with Faculty	.088	.100	3.188	.002
6. Fostering Diversity in the University	-.036	-.040	-1.513	.131
7. Selecting, Hiring, and Reviewing Deans	.024	.025	.888	.375
8. Obtaining Financial Support from the State Legislature	.013	.015	.442	.659
9. Obtaining Private Support and Development	.071	.080	2.114	.035
10. Allocating Resources to Colleges	.003	.003	.082	.934
11. Supporting the Library	-.018	-.018	-.641	.522
12. Developing Appropriate Intercollegiate Athletic Programs	-.001	-.001	-.032	.974
13. Providing Computational and Telecommunications Facilities	.051	.055	1.905	.058
14. Providing Administrative and Financial Infrastructure	.009	.008	.238	.812
15. Providing Support for Grants and Contracts	.045	.051	1.558	.120
16. Supporting the External Fund Raising Efforts of Colleges	.114	.124	3.401	.001
17. Providing Appropriate Legal Services	-.020	-.019	-.662	.508
18. Providing Internal Communication	.075	.073	2.265	.024
19. Providing External Communications and Public Relations	.042	.042	1.382	.168
20. Providing a Safe Campus Environment	.026	.024	.885	.377
21. Providing Child Care on Campus	-.019	-.017	-.697	.486
22. Handling of Crisis and Emergencies	.073	.069	2.345	.020
23. Execution of Their Positions with Honesty and Integrity	.235	.244	7.604	.000

R= .899 R²= .808 Adjusted R²= .797 Std. Error of estimate: .389

* p-value for one tailed test

Statistically significant dimension in bold. This means that they make unique contributions to the explanation of the overall evaluation to central administration.

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Table B-4. Results of Stepwise Regression on Overall Evaluation of Central Administration (in order of sequential stepwise entry)

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	-.050		-2.104	.036
Improving UH National and International Reputation	.195	.222	6.424	.000
Execution of Their Positions with Honesty and Integrity	.244	.253	8.397	.000
Supporting the External Fund Raising Efforts of Colleges	.117	.127	3.600	.000
Improving UH Local and Regional Academic Stature	.120	.134	3.925	.000
Providing Internal Communication	.087	.085	2.882	.004
Fostering Shared Governance and Dialog with Faculty	.099	.113	3.945	.000
Obtaining Private Support and Development	.095	.108	3.263	.001
Providing Support for Grants and Contracts	.074	.084	2.893	.004
Handling of Crisis and Emergencies	.081	.077	2.681	.008

R = .895, R Square = .801, Adjusted R Square = .797, Std. Error of the Estimate = .389
All performance dimensions displayed are statistically significant.

APPENDIX B: TABLES OF STATISTICAL ANALYSES DISCUSSED IN THE REPORT

Table B-5. Regression Analysis on the President's Overall Job Rating

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	.655		6.985	.000
1. Improving UH National and International Reputation	.271	.153	2.518	.012
2. Improving UH Local and Regional Academic Stature	.216	.119	2.129	.034
3. Fostering Excellence in Research and Scholarship	.203	.114	2.007	.045
4. Fostering Excellence in Teaching	-.114	-.058	-1.289	.198
5. Fostering Shared Governance and Dialog with Faculty	.272	.151	3.158	.002
6. Fostering Diversity in the University	.000	.000	-.003	.997
7. Selecting, Hiring, and Reviewing Deans	.016	.008	.188	.851
8. Obtaining Financial Support from the State Legislature	-.054	-.030	-.585	.559
9. Obtaining Private Support and Development	.290	.162	2.724	.007
10. Allocating Resources to Colleges	-.047	-.022	-.449	.654
11. Supporting the Library	-.039	-.019	-.441	.660
12. Developing Appropriate Intercollegiate Athletic Programs	.102	.046	1.192	.234
13. Providing Computational and Telecommunications Facilities	.088	.047	1.064	.288
14. Providing Administrative and Financial Infrastructure	.016	.008	.144	.885
15. Providing Support for Grants and Contracts	.075	.041	.820	.413
16. Supporting the External Fund Raising Efforts of Colleges	.007	.004	.070	.944
17. Providing Appropriate Legal Services	-.038	-.017	-.389	.697
18. Providing Internal Communication	.097	.047	.941	.347
19. Providing External Communications and Public Relations	.082	.041	.868	.386
20. Providing a Safe Campus Environment	-.017	-.007	-.175	.861
21. Providing Child Care on Campus	-.050	-.022	-.581	.561
22. Handling of Crisis and Emergencies	-.030	-.014	-.312	.755
23. Execution of Their Positions with Honesty and Integrity	.460	.233	4.729	.000

R= .749 R²= .560 Adjusted R²= .535 Std. Error of estimate: 1.205

* p-value for one tailed test

Statistically significant dimension in bold. This means that they make unique contributions to the explanation of the overall evaluation to central administration.

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**Table B-6. Results of Stepwise Regression on the President's Job Rating
(in order of sequential stepwise entry)**

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	.710		9.776	.000
Improving UH National and International Reputation	.296	.167	2.844	.005
Execution of Their Positions with Honesty and Integrity	.458	.232	5.533	.000
Obtaining Private Support and Development	.286	.160	3.499	.001
Fostering Shared Governance and Dialog with Faculty	.256	.143	3.406	.001
Fostering Excellence in Research and Scholarship	.232	.130	2.451	.015
Improving UH Local and Regional Academic Stature	.212	.117	2.206	.028

R.= .741, R Square = .549, Adjusted R Square = .543, Std. Error of the Estimate = 1.194
All performance dimensions displayed are statistically significant.

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Table B-7. Regression Analysis on the Provost's Overall Job Rating

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	.060		.536	.592
1. Improving UH National and International Reputation	.274	.147	2.139	.033
2. Improving UH Local and Regional Academic Stature	.354	.185	2.943	.003
3. Fostering Excellence in Research and Scholarship	-.026	-.014	-.220	.826
4. Fostering Excellence in Teaching	-.033	-.016	-.315	.753
5. Fostering Shared Governance and Dialog with Faculty	.123	.066	1.213	.226
6. Fostering Diversity in the University	-.004	-.002	-.046	.963
7. Selecting, Hiring, and Reviewing Deans	.141	.069	1.419	.157
8. Obtaining Financial Support from the State Legislature	-.057	-.030	-.519	.604
9. Obtaining Private Support and Development	.121	.064	.958	.339
10. Allocating Resources to Colleges	.260	.117	2.102	.036
11. Supporting the Library	-.090	-.041	-.861	.390
12. Developing Appropriate Intercollegiate Athletic Programs	.109	.048	1.082	.280
13. Providing Computational and Telecommunications Facilities	-.027	-.014	-.281	.779
14. Providing Administrative and Financial Infrastructure	-.130	-.060	-.978	.329
15. Providing Support for Grants and Contracts	.227	.119	2.110	.036
16. Supporting the External Fund Raising Efforts of Colleges	.069	.034	.541	.589
17. Providing Appropriate Legal Services	.141	.061	1.235	.218
18. Providing Internal Communication	.088	.040	.719	.472
19. Providing External Communications and Public Relations	-.175	-.082	-1.556	.120
20. Providing a Safe Campus Environment	-.244	-.105	-2.172	.030
21. Providing Child Care on Campus	.085	.036	.826	.409
22. Handling of Crisis and Emergencies	.292	.129	2.527	.012
23. Execution of Their Positions with Honesty and Integrity	.303	.146	2.631	.009

R = .668, R Square = .446, Adjusted R Square = .413, Std. Error of the Estimate = 1.423

* p-value for one tailed test

Significant dimension in bold. This means that those dimensions make a unique contribution to the explanation of the provost's approval ratings.

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**Table B-8. Results of Stepwise Regression on the Provost’s Job Rating
(in order of sequential stepwise entry)**

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	.058		.608	.544
Improving UH Local and Regional Academic Stature	.335	.175	2.997	.003
Execution of Their Positions with Honesty and Integrity	.335	.162	3.087	.002
Allocating Resources to Colleges	.293	.132	2.672	.008
Improving UH National and International Reputation	.289	.155	2.662	.008
Handling of Crisis and Emergencies	.308	.136	2.812	.005
Selecting, Hiring, and Reviewing Deans	.188	.091	2.045	.042
Providing Support for Grants and Contracts	.198	.103	2.266	.024
Providing a Safe Campus Environment	-.205	-.088	-1.974	.049

R = .816, R Square = .431, Adjusted R Square = .420, Std. Error of the Estimate = 1.414
All performance dimensions displayed are statistically significant.

APPENDIX B: TABLES OF STATISTICAL ANALYSES DISCUSSED IN THE REPORT

Table B-9. Regression Analysis on the College's Overall Performance

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	.055		2.116	.035
1. Fostering Excellence in Research and Scholarship	.126	.136	4.666	.000
2. Fostering Excellence in Teaching	.024	.025	.922	.357
3. Fostering Shared Governance and Dialog with Faculty	.073	.085	2.563	.011
4. Fostering Diversity in the College	.027	.027	1.139	.255
5. Selecting and Reviewing Chairs	.081	.086	3.092	.002
6. Obtaining Private Support and Development	.046	.051	1.845	.066
7. Allocating Resources Fairly to Departments	.040	.045	1.443	.150
8. Salary Allocation to Faculty	-.008	-.008	-.272	.786
9. Reward and Retention of Outstanding Faculty	.093	.106	3.706	.000
10. Providing Computational and Telecommunication Infrastructure	-.024	-.024	-1.062	.289
11. Providing Administrative and Financial Infrastructure	.160	.155	5.034	.000
12. Providing Support for Grants and Contracts	.026	.027	.937	.349
13. Supporting the External Fund Raising Efforts of Departments	.098	.110	3.598	.000
14. Providing Internal Communication	.065	.069	2.195	.029
15. Providing External Communications and Public Relations	.034	.032	1.282	.200
16. Providing a Safe College Environment	.040	.033	1.154	.249
17. Handling of Crises and Emergencies	.037	.029	.958	.339
18. Execution of Their Positions with Honesty and Integrity	.195	.216	7.474	.000

R = .921, R Square = .841, Adjusted R Square = .843, Std. Error of the Estimate = .386

* p-value for one tailed test

Significant dimension in bold. This means that those dimensions make a unique contribution to the explanation of the provost's approval ratings.

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**Table B-10. Results of Stepwise Regression on the College’s Overall Performance
(in order of sequential stepwise entry)**

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	.055		2.304	.022
Execution of Their Positions with Honesty and Integrity	.204	.226	8.071	.000
Fostering Excellence in Research and Scholarship	.146	.158	5.888	.000
Providing Administrative and Financial Infrastructure	.179	.173	6.446	.000
Fostering Shared Governance and Dialog with Faculty	.094	.109	3.460	.001
Supporting the External Fund Raising Efforts of Departments	.114	.128	4.497	.000
Reward and Retention of Outstanding Faculty	.093	.106	4.143	.000
Selecting and Reviewing Chairs	.093	.100	3.684	.000
Providing Internal Communication	.073	.078	2.537	.012
Obtaining Private Support and Development	.057	.064	2.395	.017
Providing a Safe College Environment	.061	.050	2.083	.038

R = .920, R Square = .846, Adjusted R Square = .843, Std. Error of the Estimate = .386
All performance dimensions displayed are statistically significant.

APPENDIX B: TABLES OF STATISTICAL ANALYSES DISCUSSED IN THE REPORT

Table B-11. Regression Analysis on the Department's Overall Performance

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	-.035		-1.319	.188
1. Fostering Excellence in Research and Scholarship	.157	.173	5.658	.000
2. Fostering Excellence in Teaching	.053	.054	1.777	.076
3. Fostering Shared Governance and Dialog with Faculty	.118	.135	3.518	.000
4. Fostering Diversity in the Department	.029	.028	1.159	.247
5. Selecting, Hiring, and Reviewing Faculty Members	.080	.085	2.798	.005
6. Obtaining Private or Supplementary Support	.005	.006	.193	.847
7. Allocating Resources Fairly to Faculty	.030	.032	.979	.328
8. Providing Computational and Telecommunication Resources	.016	.015	.604	.546
9. Providing Administrative and Financial Infrastructure	.057	.055	1.803	.072
10. Providing Support for Grants and Contracts	.027	.028	1.008	.314
11. Supporting the External Fund Raising Efforts of Colleges	.070	.068	2.300	.022
12. Providing Internal Communication	.076	.080	2.316	.021
13. Providing External Communications and Public Relations	.060	.056	2.071	.039
14. Providing a Safe Departmental Environment	-2.30E-005	.000	-.001	.999
15. Handling of Crises and Emergencies	.071	.058	1.816	.070
16. Execution of Their Positions with Honesty and Integrity	.239	.260	7.459	.000

R = .929, R Square = .863, Adjusted R Square = .858, Std. Error of the Estimate = .415

* p-value for one tailed test

Significant dimension in bold. This means that those dimensions make a unique contribution to the explanation of the provost's approval ratings.

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Table B-12. Results of Stepwise Regression on the Department’s Overall Performance (in order of sequential stepwise entry)

Performance Dimension	Unstandardized Beta	Standardized Beta	t-statistic	p-value
intercept	-.043		-1.783	.075
Execution of Their Positions with Honesty and Integrity	.251	.274	8.206	.000
Fostering Excellence in Research and Scholarship	.186	.204	7.434	.000
Providing Internal Communication	.081	.085	2.483	.013
Supporting the External Fund Raising Efforts of Colleges	.087	.084	3.189	.002
Selecting, Hiring, and Reviewing Faculty Members	.094	.099	3.392	.001
Fostering Shared Governance and Dialog with Faculty	.135	.154	4.233	.000
Providing Administrative and Financial Infrastructure	.088	.086	3.278	.001
Providing External Communications and Public Relations	.076	.071	2.813	.005
Handling of Crises and Emergencies	.072	.059	2.110	.035

R = .928, R Square = .860, Adjusted R Square = .858, Std. Error of the Estimate = .316
All performance dimensions displayed are statistically significant.

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Table B-13. Performance Dimension Results for the College

Item	Mean	Standard Deviation
Providing Computational and Telecommunication Infrastructure	.40**	.994
Execution of Their Positions with Honesty and Integrity	.38**	1.087
Providing a Safe College Environment	.33**	.819
Fostering Diversity in the College	.29**	.988
Handling of Crises and Emergencies	.29**	.776
Fostering Excellence in Research and Scholarship	.22**	1.042
Providing External Communications and Public Relations**	.12**	.947
Fostering Excellence in Teaching	.01	1.003
Providing Administrative and Financial Infrastructure	-.03	.937
Fostering Shared Governance and Dialog with Faculty	-.03	1.125
Providing Internal Communication	-.05*	1.034
Providing Support for Grants and Contracts	-.09**	1.027
Supporting the External Fund Raising Efforts of Departments	-.09**	1.098
Selecting and Reviewing Chairs	-.11**	1.042
Allocating Resources Fairly to Departments	-.12**	1.077
Obtaining Private Support and Development	-.16**	1.097
Reward and Retention of Outstanding Faculty	-.24**	1.096
Salary Allocation to Faculty	-.32**	1.005

* $p < .05$; ** $p < .01$

Note. The performance dimensions are ordered by mean from high to low. Asterisks next to means indicate the mean is statistically different from zero

For each performance dimension, respondents were asked to provide: "Your perception of the Central Administration's performance in each area."

Rating scale: -2, Extremely Weak,; 0, Neutral; +2, Extremely Strong

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Table B-14. Performance Dimension Results for the Department

Item	Mean	Standard Deviation
Execution of Their Positions with Honesty and Integrity	.60**	1.198
Providing a Safe Departmental Environment	.48**	.883
Fostering Diversity in the Department	.42**	1.069
Handling of Crises and Emergencies	.41**	.898
Fostering Excellence in Research and Scholarship	.41**	1.206
Providing Computational and Telecommunication Resources	.39**	1.044
Selecting, Hiring, and Reviewing Faculty Members	.34**	1.159
Fostering Shared Governance and Dialog with Faculty	.26**	1.258
Providing Administrative and Financial Infrastructure	.25**	1.079
Providing Internal Communication	.22**	1.154
Fostering Excellence in Teaching	.18**	1.120
Allocating Resources Fairly to Faculty	.12**	1.166
Providing Support for Grants and Contracts	.06	1.121
Supporting the External Fund Raising Efforts of Colleges	.06	1.078
Providing External Communications and Public Relations	.00	1.030
Obtaining Private or Supplementary Support	-.15**	1.161

* $p < .05$; ** $p < .01$

Note. The performance dimensions are ordered by mean from high to low. Asterisks next to means indicate the mean is statistically different from zero

For each performance dimension, respondents were asked to provide: "Your perception of the Central Administration's performance in each area."

Rating scale: -2, Extremely Weak; 0, Neutral; +2, Extremely Strong