

Appendix

Appendix A: Complete Question Wording

Engagement

Question	Full Question Wording
Question 1	My job meets my expectations.
Question 2	The amount of work I am asked to do is reasonable.
Question 3	I feel a sense of pride when I tell people where I work.
Question 4	I feel my efforts count.
Question 5	I believe I have a career with this institution.
Question 6	The University invests in my individual development.
Question 7	I have a clear understanding of what is expected of me in my work.
Question 8	I receive the support needed to accomplish my work objectives.
Question 9	I am given credit for my contributions and achievements.
Question 10	I am provided with adequate funding for my professional development.
Question 11	I recommend this University as a good place to work.

President

Question	Full Question Wording
Question 12	I think highly of Kyle Marrero.
Question 13	Kyle Marrero is sincere in wanting to know how I feel.
Question 14	Kyle Marrero, I am confident UWG will be successful.
Question 15	Kyle Marrero communicates openly on University issues.
Question 16	Kyle Marrero is transparent when making decisions.
Question 17	Kyle Marrero is helping to move UWG in a positive direction.

Senior Leadership

Question	Full Question Wording
Question 18	I think highly of (Senior Leader).
Question 19	(Senior Leader) is sincere in wanting to know how I feel.
Question 20	With (Senior Leader), I am confident UWG will be successful.
Question 21	(Senior Leader) communicates openly on University issues.
Question 22	(Senior Leader) is transparent when making decisions.
Question 23	(Senior Leader) is helping to move UWG in a positive direction.

Institutional Leadership

Question	Full Question Wording
Question 24	I think highly of (Institutional Leader).
Question 25	(Institutional Leader) is sincere in wanting to know how I feel.
Question 26	With (Institutional Leader), I am confident UWG will be successful.
Question 27	(Institutional Leader) communicates openly on University issues.
Question 28	(Institutional Leader) is transparent when making decisions.

Question	Full Question Wording
Question 29	(Institutional Leader) is helping to move UWG in a positive direction.

Department Leadership

Question	Full Question Wording
Question 30	I think highly of (Department Leader).
Question 31	(Department Leader) is sincere in wanting to know how I feel.
Question 32	With (Department Leader), I am confident UWG will be successful.
Question 33	(Department Leader) communicates openly on University issues.
Question 34	(Department Leader) is transparent when making decisions.
Question 35	(Department Leader) is helping to move UWG in a positive direction.

Immediate Supervision

Question	Full Question Wording
Question 36	I have confidence in the abilities of (Immediate Supervisor).
Question 37	(Immediate Supervisor) cares about me as a person.
Question 38	(Immediate Supervisor) treats me fairly.
Question 39	(Immediate Supervisor) gives me feedback about my performance.
Question 40	(Immediate Supervisor) recognizes outstanding work.
Question 41	(Immediate Supervisor) gives me the opportunity to do my best work.
Question 42	I work with (Immediate Supervisor) to set clear objectives and goals.
Question 43	(Immediate Supervisor) supports my attempt to balance my work and home responsibilities.
Question 44	(Immediate Supervisor) has worked with me this year on my development.

Communication

Question	Full Question Wording
Question 45	I find the University website helpful in keeping up with the latest developments.
Question 46	I am kept informed on matters that affect UWG.
Question 47	The right information gets to the right people at the right time.
Question 48	Open and honest communication is encouraged at UWG.

Climate

Question	Full Question Wording
Question 49	Faculty are treated fairly at UWG.
Question 50	Staff are treated fairly at UWG.
Question 51	Employees here are treated better than employees at other academic institutions.
Question 52	This is a comfortable environment in which to work.
Question 53	The University is consistent in handling issues for all employees.
Question 54	Policies are applied fairly to all faculty and staff.
Question 55	In my workplace, I believe people are generally treated fairly, without favoritism.
Question 56	Discrimination is NOT tolerated at UWG.
Question 57	UWG is effective at retaining valuable people.
Question 58	In general, employees in this University take initiative to help others when the need arises.

Pay

Question	Full Question Wording
Question 59	My pay is fair when compared with similar colleagues in similar organizations.
Question 60	My pay is fair when compared to my colleagues here at UWG with similar responsibilities.
Question 61	My pay keeps pace with the cost of living.
Question 62	I am paid adequately for the level of work I do.
Question 63	Leadership around campus is working to improve my pay.

Benefits

Question	Full Question Wording
Question 64	Benefits at UWG are comparable to those provided by other academic institutions.
Question 65	I understand my benefits plan.
Question 66	Benefits can be selected to meet individual needs.
Question 67	I know where to go if I have questions about my benefits plan.
Question 68	Leadership around campus is working to improve my benefits plan.

Work-Life Balance

Question	Full Question Wording
Question 69	I feel supported in my attempt to balance work and personal life.
Question 70	Staffing levels in my department are appropriate for the workload.
Question 71	I find I am able to balance my home and work life effectively.

Mission & Goals: University

Question	Full Question Wording
Question 72	I have a good understanding of the mission and goals of UWG.
Question 73	I am committed to the mission and goals of UWG.
Question 74	I have a clear understanding of the future direction of UWG.
Question 75	I am encouraged by the progress I see at UWG.
Question 76	My work is important to the success of UWG.

Mission & Goals: Division

Question	Full Question Wording
Question 77	I have a good understanding of the mission and goals of my (Division).
Question 78	I am committed to the mission and goals of my (Division).
Question 79	I have a clear understanding of the future direction of my (Division).
Question 80	I am encouraged by the progress I see in my (Division).
Question 81	My work is important to the success of my (Division).

Mission & Goals: Department

Question	Full Question Wording
Question 82	I have a good understanding of the mission and goals of my Department.
Question 83	I am committed to the mission and goals of my Department.
Question 84	I have a clear understanding of the future direction of my Department.
Question 85	I am encouraged by the progress I see in my Department.
Question 86	My work is important to the success of my Department.

Appendix B: Examples of Leadership Levels

Leadership Levels	Abbreviation	Examples
Senior Leadership	SL	Vice President
Institutional Leadership	IL	AVP, Executive Director, Dean
Departmental Leadership	DL	Director, Department Chair, Associate/ Assistant Dean
Immediate Supervisor	IM	Reports to in ADP