

2023 UHD Climate Survey Report

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Methodology and Response Rate:

The FT faculty list used for the Spring 2023 faculty elections was also used for this climate survey. The President-Elect sent 59-question survey to all FT faculty members via Qualtrics on Friday, March 31, 2023, with a cutoff date of Sunday, April 30, 2023, at the end of the day, 11:59 pm. Three additional reminders were sent to faculty members who had not yet completed the survey on April 17, 2023, April 24, 2023, and April 28, 2023.

As agreed by Faculty Senate Executive Committee (FSEC) before the survey's launch, the President-Elect retains sole access to the survey's raw data this year to increase the anonymity of respondents. In the interest to increase anonymity, parameters were set during the design of the survey to ensure that no identifiable data such as respondents name, email address, and IP address were recorded when faculty members responded to the survey. This report presents the responses in full, but before summarization, all responses were double-checked to ensure that no identifiable information of any kind was present.

Results by Rank

327 faculty members were invited to complete the survey. 145 completed the survey for a 44% response rate. This survey includes faculty member who state their rank as full-time tenured track/tenured (TT/T) and non-tenured (NTT) faculty members as well as members who did not stated their rank:

- 124 faculty members stated their rank (TT/T/NT), 38% of respondents.
- 21 faculty members did not prefer to state rank, 6% of respondents.

This number varies considerably when broken down between full-time tenured track/tenured (TT/T) and non-tenured (NTT) faculty members who stated their rank:

- 107 of 242 full-time TT/T faculty responded—a response rate of 44%
- 17 of 79 full-time NTT faculty responded—a response rate of 21%

Previous Climate Surveys

- 2021 survey: 113 respondents, 33% response rate, included NTT faculty
- 2019 survey: 152 respondents, 44% response rate, included NTT faculty.
- 2017 survey: 80 respondents, 33% response rate, did not include NTT faculty.
- 2015 survey: 282 respondents, but response rate and faculty included unclear: run by an outside firm.
- 2013 survey: 78 respondents, 32% response rate, did not include NTT faculty.

- 2009 survey: 139 respondents, 57% response rate, did not include NTT faculty.
- 2007 survey: 116 respondents, 55% response rate, did not include NTT faculty
- 2003 survey: 151 respondents, 80% response rate, did not include NTT faculty (first climate survey at UHD)

Survey Questions:

Q1. Please state your rank at UHD.

Q2. Please select your college and department from the choices below.

Q3. Please state your age range

Q4. Please state your gender.

Q5. Please state your ethnicity

Q6. Are you a member of a protected class (minority, disabled, LGTBQ+, etc...)

Q7. How long have you been working at UHD?

Q8. I feel I am a valued member at UHD.

Q9. I feel professionally satisfied at UHD.

Q10 - I feel that the UHD rank and tenure policies assure high professional standards for tenured and tenure-track professors.

Q11 - I feel that my workload is reasonable.

Q12 - I feel properly compensated for my work.

Q13 - I feel that I am fairly treated by my immediate supervisor.

Q14 - I feel that the advice and expertise of the faculty are taken seriously in hiring and personnel decision.

Q15 - Please rate how well the UHD Library resources support your work.

Q16 - The UHD Library staff are responsive to my needs and queries.

Q17 - Please indicate how you feel about the availability, ease of use, and quality of technology for teaching, service, and scholarly activities.

Q18 - Please indicate how you feel about the physical space and facilities inside UHD building (e.g., office, classrooms, computer labs, science labs, special events spaces..etc....).

Q19 - The UHD Administration has effectively communicated essential information about the transition from BlackBoard to Canvas.

Q20 - The UHD Administration has effectively implemented procedures for a smooth transition from BlackBoard to Canvas.

- Q21 - The UHD Administration has effectively addressed students and faculty needs in the transition from BlackBoard and Canvas.
- Q22 - The UHD campus police and security make me feel secure while on campus.
- Q23 - The UHD campus is accessible for people with disabilities and mobility challenges.
- Q24 - UHD should provide on/near campus child-care services.
- Q25 - UHD cultivates an environment where I feel comfortable openly discussing issues relating to justice, equity, diversity, and inclusion.
- Q26 - My department cultivates an environment where I feel comfortable openly discussing issues relating to justice, equity, diversity, and inclusion.
- Q27 - The UHD Administration is responsive to the needs and challenges of faculty members from minoritized groups and/or members of protected classes.
- Q28 - How comfortable do you feel reporting a situation involving Title IX or discrimination?
- Q29 - Please state how you feel about the performance of the following individual: Dr. Loren J. Blanchard, UHD President.
- Q30 - Please state how you feel about the performance of the following individual: Dr. Deborah E. Bordelon, Provost and Senior Vice President of Academic Affairs.
- Q31 - Please state how you feel about the performance of the following individual: Dr. Michelle Moosally, Associate Vice President of Planning and Curriculum.
- Q32 - Please state how you feel about performance of the following individual: Dr. Judith Quander, Interim Associate Vice President of Faculty Affairs and Faculty Development.
- Q33 - Please state how you feel about the performance of the following individual: Shannon Teasley-McNichols, Interim Director of the Office of Research and Sponsored Programs.
- Q34 - Please state how you feel about the performance of the following individual: Ms. Ivonne Montalbano, Associate Vice for Employment Services and Operations.
- Q35 - Please state how you feel about the performance of the following individual: Ms. Kimberly Lambert-Thomas, Vice President of Administration and Finances.
- Q36 - Please state how you feel about the performance of the following individual: Dr. Meritza Tamez, Dean of Students.
- Q37 - Please state how you feel about the performance of the following individual: Mr. Hossein Shahrokhi, Associate Vice President of Technology and Chief Information Officer.
- Q38 - Please select the Dean of your college.
- Q39 - Please indicate how you feel about the performance of your Dean.

Q40 - Please indicate how you feel about the past performance of the following individual: Dr. Antonio D. Tillis, UHD Interim President (Fall 2020-March 2021).

Q41 - Please indicate how you feel about the past performance of the following individual: Dr. Eric C. Link, Provost and Senior Vice President of Academic Affairs (Spring 2019-Summer 2021).

Q42 - Please indicate how you feel about the past performance of the following individual: Dr. J. Akif Uzman, Interim Provost and Senior Vice President of Academic Affairs (Fall 2021-Fall 2022).

Q43 - Please indicate how you feel about the past performance of the following individual: Dr. Jerry Johnson, Associate Vice President for Faculty, Research & Sponsored Programs.

Q44 - When faculty concerns are raised, ESO effectively listens, seeks a comprehensive understanding, engages, and negotiates the issue.

Q45 - When faculty concerns are raised, the UHD President effectively listens, seeks a comprehensive understanding, engages, and negotiates the issue.

Q46 - When faculty concerns are raised, the Provost effectively listens, seeks a comprehensive understanding, engages, and negotiates the issue.

Q47 - When faculty concerns are raised, my Dean effectively listens, seeks a comprehensive understanding, engages, and negotiates the issue.

Q48 - When faculty concerns are raised, my Chair effectively listens, seeks a comprehensive understanding, engages, and negotiates the issue.

Q49 - Within the past two academic years, I have been a part of the grievance process as a grievant, respondent, witness, or member of the committee. (You may skip the following two questions if your answer is no).

Q50 - The faculty grievance panels effectively follow policy in deciding grievances.

Q51 - The faculty grievance panels effectively weigh the evidence when deciding grievances.

Q52 - The Ombudsman Office has provided valuable support to facilitate a fair process during a dispute, conflict, grievance, or complaint.

Q53 - Within the past two academic years, I have sought assistance from the Dean of Student Office regarding a dispute, conflict, grievance, or complaint with a student. (You may skip the next question if your answer is no).

Q54 - The Dean of Student Office has provided me with valuable support to facilitate a fair process during a dispute, conflict, grievance, or complaint with a student.

Q55 - What do you think are the most important challenges you face in carrying out your work at UHD?

Q56 - What are the underlying causes of the challenges at UHD that you mentioned in the last question?

Q57 - What solutions do you think would address or resolve these challenges at UHD (again, referring to the last two questions)?

Q58 - What do you see as the greatest strengths of UHD right now?

Q59 - If you have any additional comments, please make them here.

Like all climate surveys, this survey is a snapshot of a moment in time but given the tradition that UHD has of climate surveys with similar questions every two years, some observations can be drawn when comparing these results to the last survey during the Spring 2021. Although FSEC members strived to maintain the spirit from the question from previous surveys, there were some structural changes to the survey in the order and some rewriting of the questions.

Discussion of Results

Demographics-Questions 1-7

For the 2023 climate survey, we decided to start the survey with demographic questions, which was changed from previous survey in 2021 where the demographic questions were 26, 54, and 55. In the case of the demographic questions, respondents were given the choice of not responding, which results show that many did, especially for Q3-age, Q4-gender, Q5-ethnicity, and Q6-protected class.

Q1 asked for the faculty rank. The majority of the respondents stated their rank as Professors (44, 28%), followed by Associate and Assistant Professors which had the same number of respondents for both (33, 23%). 21(14%) faculty members preferred not to state their rank. 17 (12%) faculty members stated their rank as Lecturers.

Q2 asked for respondents to state their college. Overall, 141 of the 145 respondents stated their college. Most of the respondents were from CHSS with 63 (45%), followed by CST with 29 (21%) respondents, CPS with 27 (19%) respondents, and MDCOB with 22 (16%) respondents. This trend appears to be very similar to the 2019 and 2021 climate surveys when the majority of respondents were from CHSS respectively (2019-56%; 2021-46%). It is worth noticing that the number of respondents decreased for MDCOB college of Davis from the 2021 survey. In the case of CST and CPS, the 2023 climate survey saw an increase in responses.

For the 2023 climate survey, Q3 asked respondents to state their department as well. The majority of respondents were from Social Sciences, Urban Education, Natural Sciences, and English. The lowest number of responses were from Accounting and International Business, Computer Science and Engineering Technology, and Finance and Management Information System. No responses were obtained from Social Work.

Q3-Q6 asked questions of age, gender, ethnicity, and protected class. In the case of age, the majority of respondents were between the ages of 41-50 (47%). In the case of age, there was a relatively same number of respondents being male and female, with a slight majority stating they

were male. In the case of ethnicity, the vast majority stated they were white or Caucasians. The numbers drop significantly when other ethnicities were stated. A significant number of respondents, however, preferred not to state their ethnicity (26%).

For Q6, the majority of the respondents stated that they were not members of a protected class (58%). Only 18% of respondents stated that they were members of a protected class. 23% of respondents preferred not to state.

For Q7, the majority of respondents stated that they have worked at UHD between 6 and 15 years.

Department and College-Questions 8-14

Q8-14 asked respondents to state their feelings about their college and departments. In Q8, the majority of respondents (52%) stated that they felt as valued members of UHD. Additionally, the majority (51%) expressed they were satisfied with UHD. This reflects a big change from the 2021 survey where most respondents (49%) expressed negative satisfaction with UHD. In the 2023 survey, 34% of respondents indicated they were professionally dissatisfied at UHD.

For Q10, 51% of respondents stated that UHD rank and tenure policies assured high professional standards for tenured and tenured-track professors.

For Q11, 54% felt that the workload is not reasonable. This is a similar finding to the 2021 survey. This sentiment is also reflected heavily in the comments at the end of the survey. Q12 also shows that 72% of respondents do not feel properly compensated for their work. This is also similar to the 2021 survey. Comments at the end of the survey also reflect this dissatisfaction.

Q13 shows that 70% of respondents feel that they are fairly treated by their supervisors. Only 22% disagreed or strongly disagreed.

Q14 shows that 48% of faculty who answered the survey also believe that their expertise and advice is taken seriously during hiring decisions.

Facilities Questions 15-24

Overall, respondents appear to be satisfied with UHD facilities. For Q15 and 16, the respondents appear to be satisfied with the services and resources provided by the library. The overwhelming majority feel that the library staff are responsive to their needs. For Q17, the vast majority of respondents (78%) feel very satisfied with the quality of technology for teaching, service, and scholarly activities. The majority also feel pleased about physical spaces (e.g., offices, labs, classrooms). The transition from Blackboard to Canvas also is viewed favorably by respondents.

In this survey we also asked respondents how they felt about campus mobility and accessibility, the responses were also favorable. Additionally, respondents also stated that UHD police and security make them feel safe and secure on campus.

Finally, 62% of those who participated in the survey feel that UHD should provide on/near campus childcare services.

The responses about UHD facilities are positive, and the responses are similar to the 2021 survey.

Justice, Equality, Diversity, and Inclusion (JEDI) Question 25-28

For the 2023 survey, we continued to ask questions about DEI, which were first introduced in the 2021 survey.

For Q25, there is a close number of respondents who feel that UHD cultivates an environment where faculty feel comfortable openly discussing issues related to justice, equity, diversity, and inclusion in comparison to those who disagree. 44% agree or strongly agree. 38% disagree or strongly disagree. However, Q26 shows that the majority of faculty are more comfortable discussing DEI issues at the department level (52%). Additionally, 42% (Q27) of respondents shared that UHD is responsive to the needs of minority and protected class members. Finally, in Q28, 44% of respondents felt comfortable reporting issues involving Title IX or discrimination.

Although some questions regarding DEI are different from the 2021 survey, similar results appear to be found among respondents when it comes to discussing issues at the department level and the response from UHD.

Executive Administration Performance Questions 29-43.

The questions concerning faculty performance of senior administrators including the President, Provost, Academic VP's, VP's, Deans and past executive administrators. For the most part, the results are favorable. Due to the number of new executive administrators, however, there are a number of responses that stated that respondents are neither satisfied nor dissatisfied. Respondents expressed a favorable view of their deans.

In regard to the performance of the current President, Dr. Loren J, Blanchard, 43% of respondents were satisfied or extremely satisfied with his performance. 26% of respondents expressed dissatisfaction. 31% of respondents stated that they were neither satisfied nor dissatisfied. For our current Provost, Dr. Deborah E. Bordelon, 45% of respondents expressed that they were satisfied or extremely satisfied. 21% expressed they were dissatisfied or extremely dissatisfied. 36% of respondents stated that they were neither satisfied nor dissatisfied.

For past performances, the majority of respondents' responses were favorable for Dr. J. Akif Uzman when he was acting Interim Provost and Dr. Jerry Johnson when he acted as Associate Vice President for Faculty, Research, and Sponsored Program.

Respondents expressed a favorable view of their deans, with 65% of respondents expressing satisfaction with their performance.

Personnel Matters Questions 44-48

When it comes to issues of personnel matters, results are not that favorable for the executive administration of the university. In the case of ESO, more respondents (45%) believed that ESO did not adequately address faculty concerns. Only 20% believed that ESO responded properly. It is worth noting that 35% of respondents neither agreed nor disagreed.

When it comes to the President's office, 46% of respondents neither agreed nor disagreed. However, among respondents who agreed or disagreed, 31% of respondents disagreed that the President's office effectively addressed faculty concerns. Only 21% agreed or strongly agreed.

The majority of respondents (40%) neither agreed nor disagreed with the case of the Provost's office. Among those respondents who agreed or disagreed, the results were the same at 29%.

Results were more favorable for deans and department chairs. It is worth mentioning that respondents (70%) stated that department chairs effectively addressed their concerns.

Grievance Questions 49-54

For the 2023 climate survey, we included questions regarding the grievance process. 48 (35%) of 138 respondents indicated that they were part of the grievance process in the past 2 years. When asked if the grievance panel effectively follows policy when deciding grievance, 42% agreed or strongly agreed and 21% disagreed or strongly disagreed. 37% neither agreed nor disagreed. When asked if the grievance panels effectively weigh evidence, the majority (43%) neither agreed nor disagreed. However, more respondents (39%) agreed than disagreed (18%).

Q52 asked if the Ombudsman office has provided valuable support to facilitate a fair process during disputes, conflict, grievance, or complaint. 50% of respondents neither agreed nor disagreed. However, between those who agreed or disagreed, the results were more favorable to those who agreed.

For Q53, 35 (26%) of respondents indicated that they sought assistance from the Dean of Student Office regarding a dispute, conflict, grievance, complaint with a student. When asked if they felt that the support was valuable, the majority (54%) neither agrees nor disagreed. Among those who agreed or disagreed, however, more respondents (26%) did not have a favorable view. 20% expressed a favorable view.

Qualitative Analysis-Open Questions 55-59

The 2023 climate survey provided five open questions. These questions asked respondents about important changes about carrying out the work at UHD and the underlying causes, solutions to solve these challenges, UHD strengths, and additional comments. Overall, the responses were extensive. Respondents expressed serious concerns regarding compensation and low pay for faculty, workload, excessive service, only a minority of faculty members performance the majority of service load, the constant turnover of executive administration, current legislation regarding tenure, campus atmosphere, and faculty apathy to mention a few.

Of great concern should be noted the comments regarding discrimination at the college and department level, lack of fair policy procedures, unequal treatment, favoritism, faculty burnout, work efficiency, and teaching load. It should be noted that many respondents expressed frustration at how there seems to be little money for salary increases while the university is constantly finding money to finance projects or hire high-salaried administrators. These comments show a high level of resentment among faculty members.

The comments, for the most part, did not mention any name of administration officials, deans, or chairs. The comments were generic and expressed concerns in general. However, frustration regarding the administration situation at MDCOB was expressed in a couple comments with one comment directly mentioning the former dean by name.

Q55 - What do you think are the most important challenges you face in carrying out your work at UHD?

As mentioned above, excessive work and low pay are of concern, which is compounded by lack of attention by the administration, policy inconsistencies, and lack of support for faculty. This concern is especially acute at the executive level. Additionally, some concerns have been raised at the chair level.

Excessive workload and unequal distribution of duties were expressed in many comments, and this concern received the greatest number of frequencies in the survey. Lack of sufficient compensation also received a high number of frequencies; especial concerns were mentioned about the disparity in compensation between faculty and executive administrators. The current legislature atmosphere and the current threats to academic freedom and tenure received significant attention.

Of special concerns are the many comments about the current hostile atmosphere at the university, with some expressing concern about the “toxic” environment, racial discrimination, preferential treatment of male or white faculty, and the pervasive culture of unequal treatment of female faculty. Same as the 2021 survey, some faculty expressed their discontent with the current overemphasis of DEI matters, questioning the validity of the program.

Others concerns expressed by faculty members are the lack of administrative support, the low emphasis on demand for teaching quality and rigor, the post-pandemic campus atmosphere, and the objectivity of annual evaluations. The never-ending turnover at the President and Provost’s office was also mentioned. Finally, some faculty members also expressed how service seems to be unequally shared among faculty, with very little consequences for those who refuse to participate.

Distribution of coded themes:

Themes	Frequency
Workload (teaching, service, research, time)	48
Pay/Compensation	20

Administration-Executive (President, Provost, Vp's, Avp's, Dean)	6
Administration-Chairs	3
Academic Support	4
Academic Freedom	3
DEI/JEDI	5
Morale/working environment	4
Hostile working environment	8
Tenure	1
Legislature	8
Technology support	3
Quality of Education	3
Faculty engagement/Participation/retention	6
Students engagement/work	5
Policies concern	2
Resources	4
Academic Support	7
Campus atmosphere/environment/facilities	5
Annual evaluation	5

Q56 - What are the underlying causes of the challenges at UHD that you mentioned in the last question?

When asked about the underlying causes of the challenges at UHD, the excessive workload received the most amount of attention from faculty members. This was followed by concerns for the executive administration and department chairs. The current campus culture also received a significant number of complaints. Other faculty members expressed concerns about the current state of funding and support for faculty. The current campus culture also weighed heavily among some respondents. With the exception of the current situation at MDCOB, no other department or college was mentioned by name.

Of notable mention are the concerns of faculty about excessive workload, especially when it comes to teaching loads, service, and the little time to devote to research. Salary and compensation were mentioned, but not as frequently as Q56. When it comes to the administration, again, faculty expressed the high turnover at the Provost’s office, the over emphasis on policy, and the number of administrative positions in relation to faculty. Some respondents expressed that administrative goals and objectives do not align with the faculty. The faculty climate received a high number of mentions in Q57, with many expressing the inability of the campus to move beyond the pandemic, the lack of faculty engagement, and the silo mentality of the university.

Distribution of coded themes:

Themes	Frequency
Workload (teaching, Service, Research)	19
Salary/Compensation	5
Administration (President, Provost, AVP, Deans)	15
Administration-Dpt. Chairs	10
Funding	10
Campus Culture	15
Staff/Faculty engagement, participation	5

Support for faculty	8
Faculty/Staff retention	6
Morale	2
Hostile working environment	5
Legislature	3
Lack of resources	5
Academic quality	5
Accountability	6
Academic Freedom	0
Tenure	1
Student engagement/participation	2

Q57 - What solutions do you think would address or resolve these challenges at UHD (again, referring to the last two questions)?

When faculty members were about solutions to resolve these challenges, the vast majority expressed a more equitable distribution of workload, with many expressing that the current workload impedes the quality of teaching, service, and research. Others expressed the need to reconsider the 4/3 teaching load. Others mentioned eliminating excessive and pointless service. Again, compensation and the need to have competitive salaries also was mentioned with the second highest frequency. As significant numbers of respondents also mentioned the need to hire more staff and faculty. The need to improve labor relations was also mentioned with frequency.

When it comes to administrative issues, faculty expressed the desire for the executive and department administration to address the needs of faculty members. Some expressed the need for hiring more executive administrators that understand labor relations. When it comes to labor

relations, faculty members expressed the need to have a serious conversation about compensation, discussion about service, and the hire of more support staff.

Distribution of coded themes:

Themed	Frequency
Merit raise/pay equality	14
teaching/service/research load	18
Administration attitude (President, Provost, AVP,)	6
Administration attitude-Coll-Dpt. Deans, Chairs	6
Protecting Academic freedom	2
Protection of tenure	2
Academic/Curriculum/Classroom Quality	8
Better funding	3
Campus morale/attitude	4
Faculty Engagement/Cooperation/Collaboration	7
Shared governance	1

Faculty academic/employment support	6
DEI/JEDI	3
Campus/Department Atmosphere	1
Staff/faculty Morale	3
Better Technology	1
Better hiring admin/staff/faculty	13
Labor relation	12
Annual Eval/PTR	4

Q58 - What do you see as the greatest strengths of UHD right now?

The students and faculty were cited quite often as the strength at UHD, followed by the staff. The effort of faculty and staff to the success of our students and the institution is notably highlighted. Additionally, the location and affordability of the institution was also noted. Respondents also celebrated the diversity of UHD.

Of notable mention is how some respondents stated that the location and affordability of UHD continues to be an untapped resource. The campus facility was also mentioned as a strength.

A notable absence in this question is that the administrative leadership did not receive a high level of frequency; however, the work of the current leadership at the President’s office and the new leadership at MDCOB received positive remarks.

Distribution of coded themes:

Themes	Frequency
Staff	11
Student	48
Faculty	30

Diversity (faculty, student, staff)	24
Working environment/campus atmosphere/campus culture	3
Location	6
Affordability	7
Faculty/Staff Collaboration	2
Camaraderie	1
Administrative Leadership/support	5
Facilities	6
Academic Opportunities (faculty, student)	3
UHD Local reputation	4
None	5

Q59-Additonal comments

Q59's open commentaries were too individualistic to produce any significant coding, but valuable and significant in reinforcing some of the concerns expressed in Q55, 56, and 57. The repeated call is for administration to address seriously the issues expressed by faculty such as work overload, support for student success, reviving the campus atmosphere, and more engagement of the administration with the faculty. Of notable concern is the need to urgently improve the morale of the faculty and the institution.

Conclusion

Overall, the survey results indicate a faculty body with low morale and great concerns about students' needs, workload, merit pay and competitive salaries, staff and faculty retention, and the overall atmosphere of the university. This survey tends to reaffirm the historical decline of responses of climate surveys at UHD, with a slight increase, statistically, from the 2021 survey.

The last few surveys, particularly the last three (2019, 2021, and 2023), indicate a crisis of faculty morale and the urgent desire for the administration to address it.

On a more positive note, the survey suggests that UHD faculty view their students and themselves as central to UHD's success, along with its mission and location as an urban, diverse university. This suggests ownership and commitment.

To be noted, the current construction of the climate survey highlights the concerns of UHD's faculty, particularly in terms of sustainability of the university's mission towards students' success, which many agreed is our major asset. However, the biggest concern appears to be the inability and/or unwillingness to address the many serious challenges of the university and the low confidence that these matters will be resolved.

Results

Q1 - Please state your rank at UHD.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state your rank at UHD.	2.00	6.00	4.14	1.32	1.73	145

#	Answer	%	Count
4	Professor	28.28%	41
5	Prefer not to say	14.48%	21
2	Lecturer Professor	11.72%	17
1	Clinical Professor	0.00%	0
6	Associate Professor	22.76%	33
3	Assistant Professor	22.76%	33
7	7	0.00%	0
	Total	100%	145

Q2 - Please select your college and department from the choices below.

#	Answer	%	Count
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1	Marilyn Davies College of Business	15.60%	22
6	College of Humanities and Social Sciences	44.68%	63
11	College of Public Service	19.15%	27
15	College of Sciences and Technology	20.57%	29
	Total	100%	141

#	Answer	%	Count
2	Accounting and International Business	3.97%	5
3	Finance and Management Information System	1.59%	2
4	Management and Insurance and Risk Management	4.76%	6
5	General Business, Marketing and Supply Chain Management	4.76%	6
7	Arts and Communications	8.73%	11
8	History, Humanities and Language	8.73%	11
9	English	10.32%	13
10	Social Sciences	13.49%	17
12	Criminal Justice	7.94%	10

13	Social Work	0.00%	0
14	Urban Education	12.70%	16
16	Computer Science and Engineering Technology	3.17%	4
17	Mathematics and Statistics	7.94%	10
18	Natural Sciences	11.90%	15
	Total	100%	126

Q3 - Please state your age range.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state your age range.	1.00	7.00	4.09	1.79	3.22	143

#	Answer	%	Count
1	20-30 years	4.20%	6
2	31-40 years	12.59%	18
3	41-50 years	30.77%	44
4	51-60 years	17.48%	25
5	61-70 years	12.59%	18

6	Above 70 years	2.10%	3
7	Prefer not to say	20.28%	29
	Total	100%	143

Q4 - Please state your gender.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state your gender.	1.00	4.00	1.93	1.06	1.13	147

#	Answer	%	Count
1	Male	42.86%	63
2	Female	39.46%	58
3	Non-binary / third gender	0.00%	0
4	Prefer not to say	17.69%	26
	Total	100%	147

Q5 - Please state your ethnicity.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state your ethnicity. - Selected Choice	1.00	11.00	5.55	3.55	12.61	144

#	Answer	%	Count
1	Native American or Alaskan Native	1.39%	2
2	African American	5.56%	8
3	White or Caucasian	46.53%	67
4	Hispanic or Latino	8.33%	12
5	Asian or Pacific Islander	6.25%	9
6	Native Hawaiian	0.00%	0
7	Middle Easterner	0.69%	1
8	African (Non-U.S.)	0.69%	1
9	Biracial or Multiracial	3.47%	5
10	Other not listed (You can indicate in the box below-optional)	1.39%	2
11	Prefer not to say	25.69%	37
	Total	100%	144

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Q6 - Are you a member of a protected class (minority, disabled, LGBTQ+, etc..)?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you a member of a protected class (minority, disabled, LGBTQ+, etc..)? - Selected Choice	1.00	3.00	2.04	0.64	0.42	139

#	Answer	%	Count
1	Yes (If yes, you can indicate the specific protected group in the box below-optional)	18.71%	26
2	No	58.27%	81
3	Prefer not to say	23.02%	32
	Total	100%	139

Q12_1_TEXT - Yes (If yes, you can indicate the specific protected group in the box below...

Yes (If yes, you can indicate the specific protected group in the box below-optional) - Text

Hispanic female

minority

Native American Woman

LGBTQ+

Minority

LGBTQ+

LGBTQ

LGBTQ

Yep

Yes--over 40.

LGBTQ+

disabled

Males, Caucasians, Christians

gender

Minority

Minority

Disabled

disabled

Yes

Minority

Minority

Q7 - How long have you been working for UHD?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How long have you been working for UHD?	1.00	7.00	3.49	1.97	3.88	146

#	Answer	%	Count
1	0-5 years	15.07%	22
2	6-10 years	22.60%	33
3	11-15 years	23.29%	34
4	16-20 years	12.33%	18
5	21-25 years	6.85%	10
6	Over 25 years	4.11%	6
7	Prefer not to say	15.75%	23
	Total	100%	146

Q8 - I feel I am a valued member at UHD.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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1	I feel I am a valued member at UHD.	1.00	5.00	2.66	1.29	1.67	149
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#	Answer	%	Count
1	Strongly agree	19.46%	29
2	Somewhat agree	35.57%	53
3	Neither agree nor disagree	16.11%	24
4	Somewhat disagree	16.78%	25
5	Strongly disagree	12.08%	18
	Total	100%	149

Q9 - I feel professionally satisfied at UHD.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I feel professionally satisfied at UHD.	1.00	5.00	2.83	1.30	1.69	149

#	Answer	%	Count
1	Strongly agree	14.77%	22
2	Somewhat agree	36.24%	54
3	Neither agree nor disagree	14.77%	22
4	Somewhat disagree	20.13%	30
5	Strongly disagree	14.09%	21
	Total	100%	149

Q10 - I feel that the UHD rank and tenure policies assure high professional standards for tenured and tenure-track professors.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I feel that the UHD rank and tenure policies assure high professional standards for tenured and tenure-track	1.00	5.00	2.72	1.26	1.60	148

	professors						
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#	Answer	%	Count
1	Strongly agree	18.24%	27
2	Somewhat agree	32.43%	48
3	Neither agree nor disagree	19.59%	29
4	Somewhat disagree	18.92%	28
5	Strongly disagree	10.81%	16
	Total	100%	148

Q11 - I feel that my workload is reasonable.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I feel that my workload is reasonable.	1.00	5.00	3.43	1.29	1.66	147

#	Answer	%	Count
1	Strongly agree	4.76%	7
2	Somewhat agree	29.25%	43
3	Neither agree or disagree	11.56%	17
4	Somewhat disagree	27.21%	40
5	Strongly disagree	27.21%	40
	Total	100%	147

Q12 - I feel properly compensated for my work.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I feel properly compensated for my work.	1.00	5.00	3.93	1.19	1.41	148

#	Answer	%	Count
1	Strongly agree	2.03%	3
2	Somewhat agree	18.24%	27
3	Neither agree nor disagree	7.43%	11

4	Somewhat disagree	29.05%	43
5	Strongly disagree	43.24%	64
	Total	100%	148

Q13 - I feel that I am fairly treated by my immediate supervisor.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I feel that I am fairly treated by my immediate supervisor .	1.00	5.00	2.17	1.41	1.99	148

#	Answer	%	Count
1	Strongly agree	47.30%	70
2	Somewhat agree	22.30%	33
3	Neither agree nor disagree	8.11%	12
4	Somewhat disagree	10.81%	16
5	Strongly disagree	11.49%	17
	Total	100%	148

Q14 - I feel that the advice and expertise of the faculty are taken seriously in hiring and personnel decision.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I feel that the advice and expertise of the faculty are taken seriously in hiring and personnel decision.	1.00	5.00	2.68	1.29	1.66	147

#	Answer	%	Count
1	Strongly agree	21.77%	32
2	Somewhat agree	27.21%	40
3	Neither agree nor disagree	23.81%	35
4	Somewhat disagree	15.65%	23
5	Strongly disagree	11.56%	17
	Total	100%	147

Q15 - Please rate how well the UHD Library resources support your work.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please rate how well the UHD Library resources support your work.	1.00	5.00	2.01	0.99	0.98	146

#	Answer	%	Count
1	Extremely well	37.67%	55
2	Very well	32.88%	48
3	Moderately well	22.60%	33
4	Slightly well	4.79%	7
5	Not well at all	2.05%	3
	Total	100%	146

Q16 - The UHD Library staff are responsive to my needs and queries.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The UHD Library staff are responsive to my needs and queries.	1.00	4.00	1.63	0.78	0.60	145

#	Answer	%	Count
1	Extremely well	52.41%	76
2	Very well	34.48%	50
3	Moderately well	10.34%	15
4	Slightly well	2.76%	4
5	Not well at all	0.00%	0
	Total	100%	145

Q17 - Please indicate how you feel about the availability, ease of use, and quality of technology for teaching, service, and scholarly activities.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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1	Please indicate how you feel about the availability, ease of use, and quality of technology for teaching, service, and scholarly activities.	1.00	5.00	1.99	0.97	0.94	147
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#	Answer	%	Count
1	Extremely pleased	34.69%	51
2	Somewhat pleased	43.54%	64
3	Neither pleased nor displeased	11.56%	17
4	Somewhat displeased	8.84%	13
5	Extremely displeased	1.36%	2
	Total	100%	147

Q18 - Please indicate how you feel about the physical space and facilities inside UHD building (e.g. office, classrooms, computer labs, science labs, special events spaces..etc...).

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please indicate how you feel about the physical space and facilities inside UHD building (e.g. office, classrooms, computer labs, science labs, special events spaces..etc...).	1.00	5.00	2.27	1.08	1.16	146

#	Answer	%	Count
1	Extremely pleased	21.23%	31
2	Somewhat pleased	52.05%	76
3	Neither pleased nor displeased	9.59%	14
4	Somewhat displeased	12.33%	18
5	Extremely displeased	4.79%	7

	Total	100%	146
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Q19 - The UHD Administration has effectively communicated essential information about the transition from BlackBoard to Canvas.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The UHD Administration has effectively communicated essential information about the transition from BlackBoard to Canvas.	1.00	4.00	1.93	0.89	0.78	147

#	Answer	%	Count
1	Strongly agree	36.05%	53
2	Somewhat agree	41.50%	61
3	Neither agree nor disagree	15.65%	23

4	Somewhat disagree	6.80%	10
5	Strongly disagree	0.00%	0
	Total	100%	147

Q20 - The UHD Administration has effectively implemented procedures for a smooth transition from BlackBoard to Canvas.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The UHD Administration has effectively implemented procedures for a smooth transition from BlackBoard to Canvas.	1.00	4.00	2.21	0.95	0.90	147

#	Answer	%	Count
1	Strongly agree	24.49%	36
2	Somewhat agree	42.18%	62

3	Neither agree nor disagree	21.09%	31
4	Somewhat disagree	12.24%	18
5	Strongly disagree	0.00%	0
	Total	100%	147

Q21 - The UHD Administration has effectively addressed students and faculty needs in the transition from BlackBoard and Canvas.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The UHD Administration has effectively addressed students and faculty needs in the transition from BlackBoard and Canvas.	1.00	5.00	2.37	1.05	1.10	145

#	Answer	%	Count
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1	Strongly agree	24.14%	35
2	Somewhat agree	32.41%	47
3	Neither agree nor disagree	28.28%	41
4	Somewhat disagree	13.10%	19
5	Strongly disagree	2.07%	3
	Total	100%	145

Q22 - The UHD campus police and security make me feel secure while on campus.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The UHD campus police and security make me feel secure while on campus.	1.00	5.00	2.22	1.10	1.22	147

#	Answer	%	Count
1	Strongly agree	31.29%	46
2	Somewhat agree	33.33%	49

3	Neither agree nor disagree	21.09%	31
4	Somewhat disagree	10.88%	16
5	Strongly disagree	3.40%	5
	Total	100%	147

Q23 - The UHD campus is accessible for people with disabilities and mobility challenges.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The UHD campus is accessible for people with disabilities and mobility challenges .	1.00	5.00	2.53	1.08	1.17	144

#	Answer	%	Count
1	Strongly agree	18.75%	27
2	Somewhat agree	30.56%	44
3	Neither agree nor disagree	34.72%	50

4	Somewhat disagree	10.42%	15
5	Strongly disagree	5.56%	8
	Total	100%	144

Q24 - UHD should provide on/near campus child-care services.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	UHD should provide on/near campus child-care services.	1.00	5.00	2.12	1.27	1.62	146

#	Answer	%	Count
1	Strongly agree	46.58%	68
2	Somewhat agree	15.75%	23
3	Neither agree nor disagree	26.03%	38
4	Somewhat disagree	2.74%	4
5	Strongly disagree	8.90%	13
	Total	100%	146

Q25 - UHD cultivates an environment where I feel comfortable openly discussing issues relating to justice, equity, diversity, and inclusion.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	UHD cultivates an environment where I feel comfortable openly discussing issues relating to justice, equity, diversity, and inclusion.	1.00	5.00	2.95	1.36	1.86	147

#	Answer	%	Count
1	Strongly agree	17.01%	25
2	Somewhat agree	27.21%	40
3	Neither agree nor disagree	17.69%	26
4	Somewhat disagree	20.41%	30
5	Strongly disagree	17.69%	26

	Total	100%	147
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Q26 - My department cultivates an environment where I feel comfortable openly discussing issues relating to justice, equity, diversity, and inclusion.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My department cultivates an environment where I feel comfortable openly discussing issues relating to justice, equity, diversity, and inclusion.	1.00	5.00	2.73	1.37	1.87	147

#	Answer	%	Count
1	Strongly agree	21.09%	31
2	Somewhat agree	31.29%	46

3	Neither agree nor disagree	17.69%	26
4	Somewhat disagree	13.61%	20
5	Strongly disagree	16.33%	24
	Total	100%	147

Q27 - The UHD Administration is responsive to the needs and challenges of faculty members from minoritized groups and/or members of protected classes.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The UHD Administration is responsive to the needs and challenges of faculty members from minoritized groups and/or members of protected classes.	1.00	15.00	10.64	4.34	18.84	143

#	Answer	%	Count
11	Strongly agree	14.41%	16
12	Somewhat agree	27.93%	31
13	Neither agree nor disagree	29.73%	33
14	Somewhat disagree	11.71%	13
15	Strongly disagree	16.22%	18
	Total	100%	111

Q28 - How comfortable do you feel reporting a situation involving Title IX or discrimination?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How comfortable do you feel reporting a situation involving Title IX or discrimination?	1.00	5.00	3.10	1.24	1.55	147

#	Answer	%	Count
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1	Extremely uncomfortable	17.01%	25
2	Somewhat uncomfortable	10.88%	16
3	Neither comfortable nor uncomfortable	27.89%	41
4	Somewhat comfortable	33.33%	49
5	Extremely comfortable	10.88%	16
	Total	100%	147

Q29 - Please state how you feel about the performance of the following individual: Dr. Loren J. Blanchard, UHD President.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state how you feel about the performance of the following individual: Dr. Loren J. Blanchard, UHD President.	1.00	5.00	2.73	1.16	1.34	145

#	Answer	%	Count
2	Somewhat satisfied	26.90%	39
4	Somewhat dissatisfied	17.93%	26
3	Neither satisfied nor dissatisfied	31.03%	45
5	Extremely dissatisfied	7.59%	11
1	Extremely Satisfied	16.55%	24
	Total	100%	145

Q30 - Please state how you feel about the performance of the following individual: Dr. Deborah E. Bordelon, Provost and Senior Vice President of Academic Affairs.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state how you feel about the performance of the following individual: Dr. Deborah E. Bordelon, Provost and Senior Vice President	1.00	5.00	2.74	1.15	1.33	144

	of Academic Affairs.						
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#	Answer	%	Count
1	Extremely satisfied	16.67%	24
2	Somewhat satisfied	23.61%	34
3	Neither satisfied nor dissatisfied	37.50%	54
4	Somewhat dissatisfied	13.19%	19
5	Extremely dissatisfied	9.03%	13
	Total	100%	144

Q31 - Please state how you feel about the performance of the following individual: Dr. Michelle Moosally, Associate Vice President of Planning and Curriculum.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state how you feel about the performa nce of the following individual:	1.00	5.00	2.03	1.14	1.30	145

	Dr. Michelle Moosally, Associate Vice President of Planning and Curriculu m.						
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#	Answer	%	Count
1	Extremely satisfied	40.69%	59
2	Somewhat satisfied	32.41%	47
3	Neither satisfied nor dissatisfied	16.55%	24
4	Somewhat dissatisfied	4.14%	6
5	Extremely dissatisfied	6.21%	9
	Total	100%	145

**Q32 - Please state how you feel about performance of the following individual:
Dr. Judith Quander, Interim Associate Vice President of Faculty Affairs and
Faculty Development.**

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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1	Please state how you feel about performance of the following individual: Dr. Judith Quander, Interim Associate Vice President of Faculty Affairs and Faculty Development.	1.00	5.00	2.01	1.04	1.09	145
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#	Answer	%	Count
1	Extremely satisfied	39.31%	57
2	Somewhat satisfied	31.03%	45
3	Neither satisfied nor dissatisfied	22.07%	32
4	Somewhat dissatisfied	4.14%	6
5	Extremely dissatisfied	3.45%	5
	Total	100%	145

Q33 - Please state how you feel about the performance of the following individual: Shannon Teasley-McNichols, Interim Director of the Office of Research and Sponsored Programs.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state how you felt about the performance of the following individual: Shannon Teasley-McNichols, Interim Director of the Office of Research and Sponsored Programs.	1.00	5.00	2.83	0.93	0.87	139

#	Answer	%	Count
1	Extremely satisfied	10.79%	15
2	Somewhat satisfied	15.83%	22
3	Neither satisfied nor dissatisfied	57.55%	80

4	Somewhat dissatisfied	10.79%	15
5	Extremely dissatisfied	5.04%	7
	Total	100%	139

Q34 - Please state how you feel about the performance of the following individual: Ms. Ivonne Montalbano, Associate Vice for Employment Services and Operations

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state how you feel about the performance of the following individual: Ms. Ivonne Montalbano, Associate Vice for Employment Services and Operations	1.00	5.00	2.92	1.34	1.81	143

#	Answer	%	Count
1	Extremely satisfied	17.48%	25
2	Somewhat satisfied	21.68%	31
3	Neither satisfied nor dissatisfied	32.17%	46
4	Somewhat dissatisfied	8.39%	12
5	Extremely dissatisfied	20.28%	29
	Total	100%	143

Q35 - Please state how you feel about the performance of the following individual: Ms. Kimberly Lambert-Thomas, Vice President of Administration and Finances.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state how you feel about the performance of the following individual: Ms. Kimberly Lambert-Thomas, Vice President of	1.00	5.00	2.79	0.72	0.52	135

	Administration and Finances.						
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#	Answer	%	Count
1	Extremely satisfied	8.15%	11
2	Somewhat satisfied	13.33%	18
3	Neither satisfied nor dissatisfied	71.85%	97
4	Somewhat dissatisfied	5.19%	7
5	Extremely dissatisfied	1.48%	2
	Total	100%	135

Q36 - Please state how you feel about the performance of the following individual: Dr. Meritza Tamez, Dean of Students

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state how you feel about the performance of the following individual: Dr.	1.00	5.00	2.58	1.12	1.25	143

	Meritza Tamez, Dean of Students						
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#	Answer	%	Count
1	Extremely Satisfied	20.98%	30
2	Somewhat satisfied	24.48%	35
3	Neither satisfied nor dissatisfied	34.97%	50
4	Somewhat dissatisfied	14.69%	21
5	Extremely dissatisfied	4.90%	7
	Total	100%	143

Q37 - Please state how you feel about the performance of the following individual: Mr. Hossein Shahrokhi, Associate Vice President of Technology and Chief Information Officer.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please state how you feel about the performance of the following	1.00	5.00	2.34	1.05	1.09	138

individual:
 Mr.
 Hossein
 Shahrokhi,
 Associate
 Vice
 President
 of
 Technolog
 y and
 Chief
 Informatio
 n Officer.

#	Answer	%	Count
1	Extremely satisfied	26.09%	36
2	Somewhat satisfied	26.81%	37
3	Neither satisfied nor dissatisfied	38.41%	53
4	Somewhat dissatisfied	4.35%	6
5	Extremely dissatisfied	4.35%	6
	Total	100%	138

Q38 - Please select the Dean of your college.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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1	Please select the Dean of your college.	1.00	4.00	2.44	0.98	0.97	144
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#	Answer	%	Count
1	Dr. Jonathan Davis, Interim Dean of the Marilyn Davies College of Business	15.97%	23
2	Dr. Wendy Burns-Ardolino, Dean of College of Humanities and Social Sciences	44.44%	64
3	Dr. Jonathan Schwartz, Dean of College of Public Service	19.44%	28
4	Dr. J. Akif Uzman, Dean of the College of Sciences and Technology	20.14%	29
	Total	100%	144

Q39 - Please indicate how you feel about the performance of your Dean.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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1	Please indicate how you feel about the performance of your Dean.	1.00	5.00	2.26	1.29	1.67	145
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#	Answer	%	Count
1	Extremely satisfied	37.24%	54
2	Somewhat satisfied	28.28%	41
3	Neither satisfied nor dissatisfied	14.48%	21
4	Somewhat dissatisfied	11.72%	17
5	Extremely dissatisfied	8.28%	12
	Total	100%	145

Q40 - Please indicate how you feel about the past performance of the following individual: Dr. Antonio D. Tillis, UHD Interim President (Fall 2020-March 2021)

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please indicate how you	1.00	5.00	2.94	1.06	1.13	143

feel about the past performance of the following individual: Dr. Antonio D. Tillis, UHD Interim President (Fall 2020-March 2021)							
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#	Answer	%	Count
1	Extremely satisfied	11.89%	17
2	Somewhat satisfied	13.99%	20
3	Neither satisfied nor dissatisfied	51.75%	74
4	Somewhat dissatisfied	12.59%	18
5	Extremely dissatisfied	9.79%	14
	Total	100%	143

Q41 - Please indicate how you feel about the past performance of the following individual: Dr. Eric C. Link, Provost and Senior Vice President of Academic Affairs (Spring 2019-Summer 2021)

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Please indicate how you feel about the past performance of the following individual: Dr. Eric C. Link, Provost and Senior Vice President of Academic Affairs (Spring 2019-Summer 2021)	1.00	5.00	3.03	1.24	1.53	143

#	Answer	%	Count
1	Extremely satisfied	11.19%	16
2	Somewhat satisfied	23.78%	34
3	Neither satisfied nor dissatisfied	32.87%	47
4	Somewhat dissatisfied	14.69%	21
5	Extremely dissatisfied	17.48%	25

	Total		
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		100%	
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			143
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