

USS & UPS Employee Survey 2025

Statewide Findings

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Overview and Methods

- Six Universities: ESU, FHSU, KSU, KU, PSU, WSU
- Spring 2025 USS & UPS employees invited
- Employee email addresses provided by universities
- Total population: 9,613

- Qualtrics online survey software
- Multi-wave email invitations with first sent April 2 and survey closing May 8
- Completions: 3,516
- Statewide response rate: 36.6%

Deliverables

Each university received two reports:

- 1) University specific USS results and statewide USS results.
- 2) University specific UPS results and statewide UPS results.

Two universities requested additional reports showing USS and UPS respondents combined.





Findings

Including data from all USS
and UPS Employees from all
Six Universities



Lists, Completions, and Response Rates by University

	Survey Completions		List		Completion Rate
	Frequency	Percent	Frequency	Percent	
Emporia State University (ESU)	203	5.8	438	4.6	46.3
Fort Hays State University (FHSU)	226	6.4	493	5.1	45.8
Kansas State University (KSU)	926	26.3	2,713	28.2	34.1
University of Kansas (KU)	1,404	39.9	3,561	37.1	39.4
Pittsburg State University (PSU)	240	6.8	455	4.7	52.7
Wichita State University (WSU)	517	14.7	1,951	20.3	26.5
Total	3,516	100	9,611	100	36.6

Contents of Reports

- Introduction and Methods
- Demographic Questions
- Item Importance and Appreciation of Work Performance
- Work Morale
 - Wages and Second Job
 - Job Satisfaction, Incentives, and Health Insurance
 - Budget Limitation Impacts
 - Different Job

Length of Employment and Classification

Years of Employment

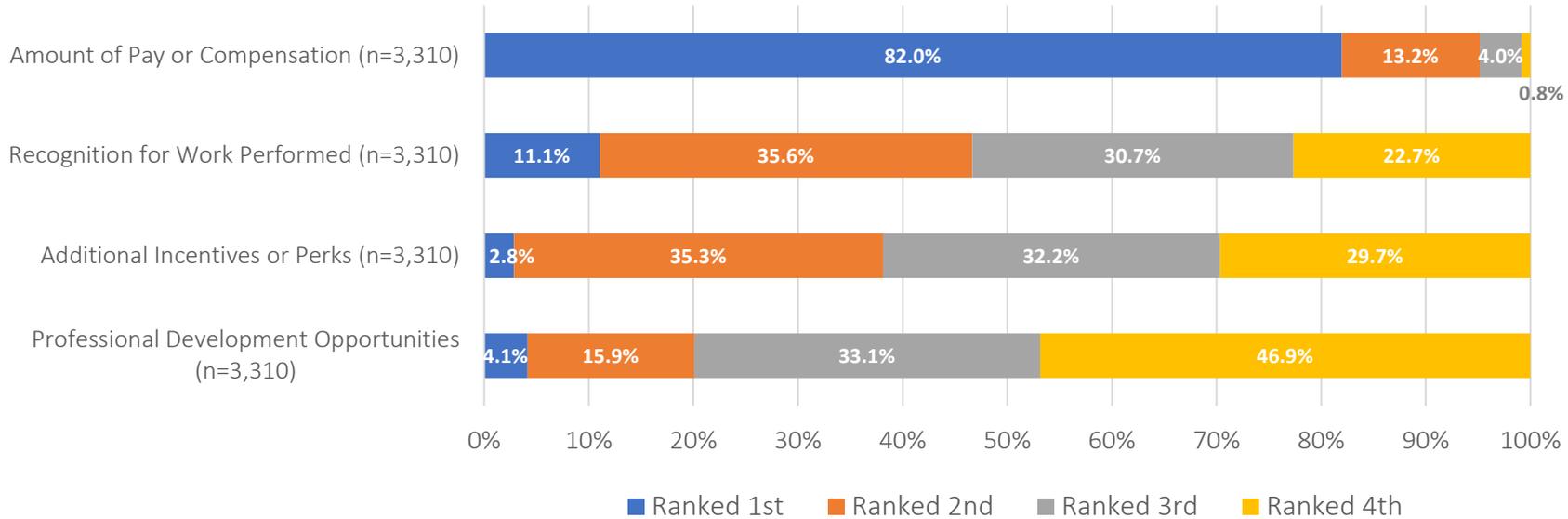
	Frequency	Percent
0-2 years	847	24.1
3-4 years	482	13.7
5-9 years	729	20.7
10-14 years	487	13.9
15-19 years	307	8.7
20 years or more	663	18.9
Total	3,515	100
No Answer/Don't Know	1	

Employment Classification

	Statewide All Employees		USS Employees		UPS Employees	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Emporia State University (ESU)	203	5.8	31	6.4	172	5.7
Fort Hays State University (FHSU)	226	6.4	37	7.6	189	6.2
Kansas State University (KSU)	926	26.3	226	46.6	700	23.1
University of Kansas (KU)	1404	39.9	90	18.6	1314	43.4
Pittsburg State University (PSU)	240	6.8	70	14.4	170	5.6
Wichita State University (WSU)	517	14.7	31	6.4	486	16.0
Total	3516	100	485	100	3031	100

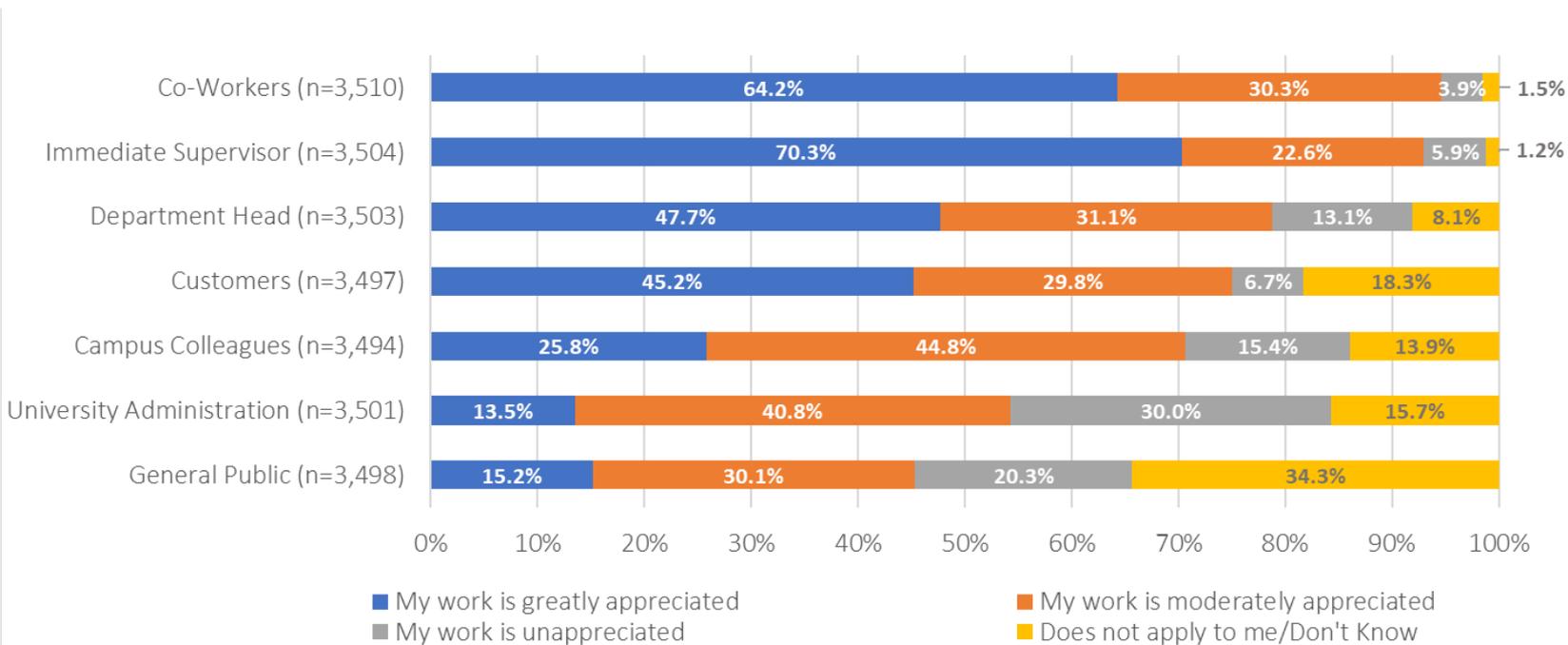
Rank Items by

Importance



Appreciation of Work

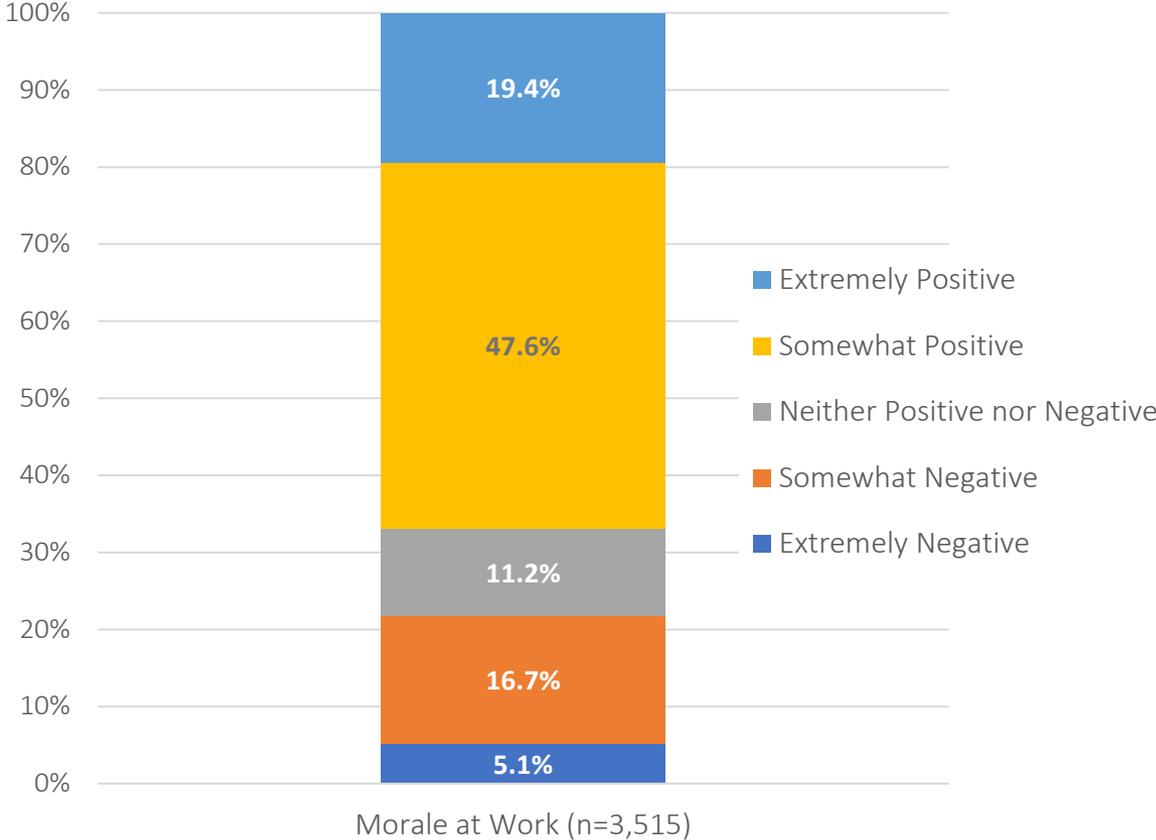
by Others



Other work-related items of *high importance*?

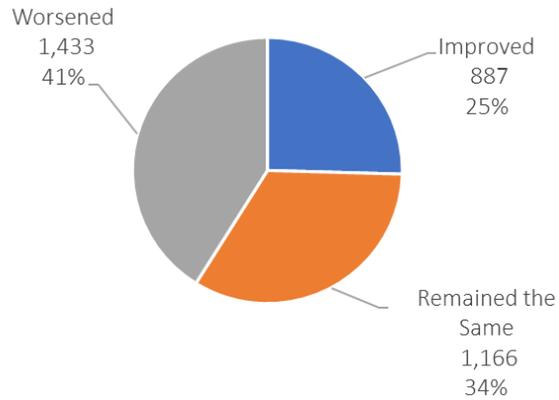
	Statewide Employees	
	Freq.	Percent
Healthy workplace culture, inclusion, sense of belonging	179	15.0
Respect, to be included in decision-making, have autonomy	157	13.2
For pay/title/duties to correlate, valued/compensated for experience, cost of living pay increases	145	12.2
Opportunities for advancement, continuous learning, stability in employment	115	9.7
Better/more extensive benefits package, tuition assistance, paid time-off, parking	113	9.5
Flexible work hours & shifts, four-day work week	109	9.2
Adequate staffing/funding/resources	80	6.7
Doing meaningful work, mentoring opportunities, collaboration	70	5.9
More knowledgeable management, transparency, communication	65	5.5
Opportunities for remote work, hybrid work	60	5.0
More equity & fairness, better workplace safety	41	3.4
Better work-life balance, adequate time-off, appropriate workload	33	2.8
Other comment	23	1.9
Total	1,190	100

Morale at Work

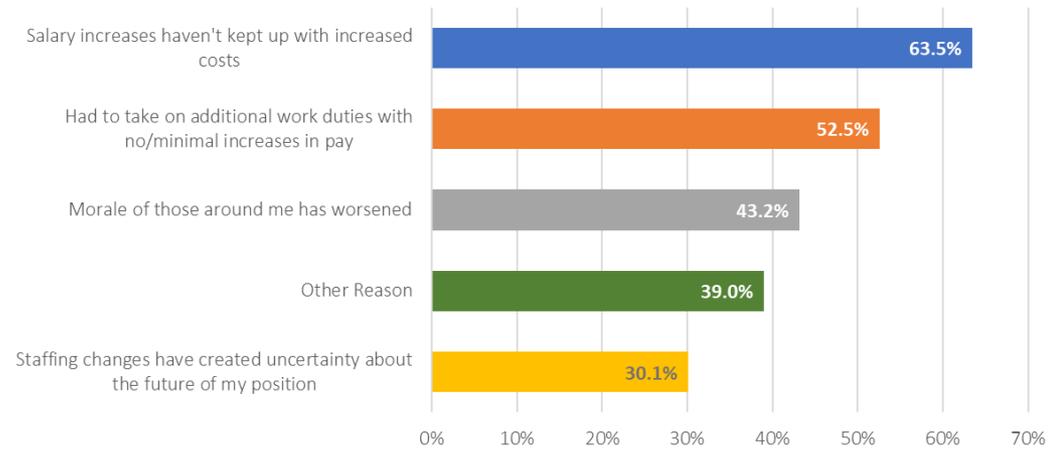


Morale compared to 2 years ago

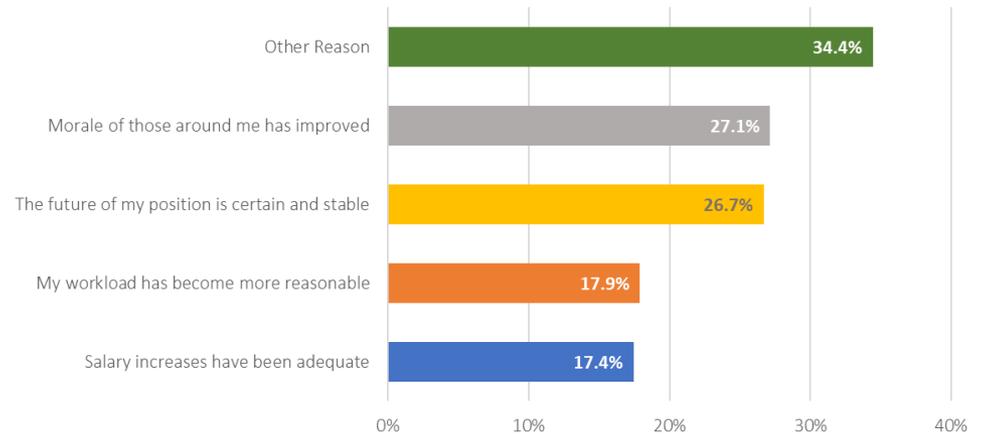
Has Morale Improved or Worsened? (n=3,486)



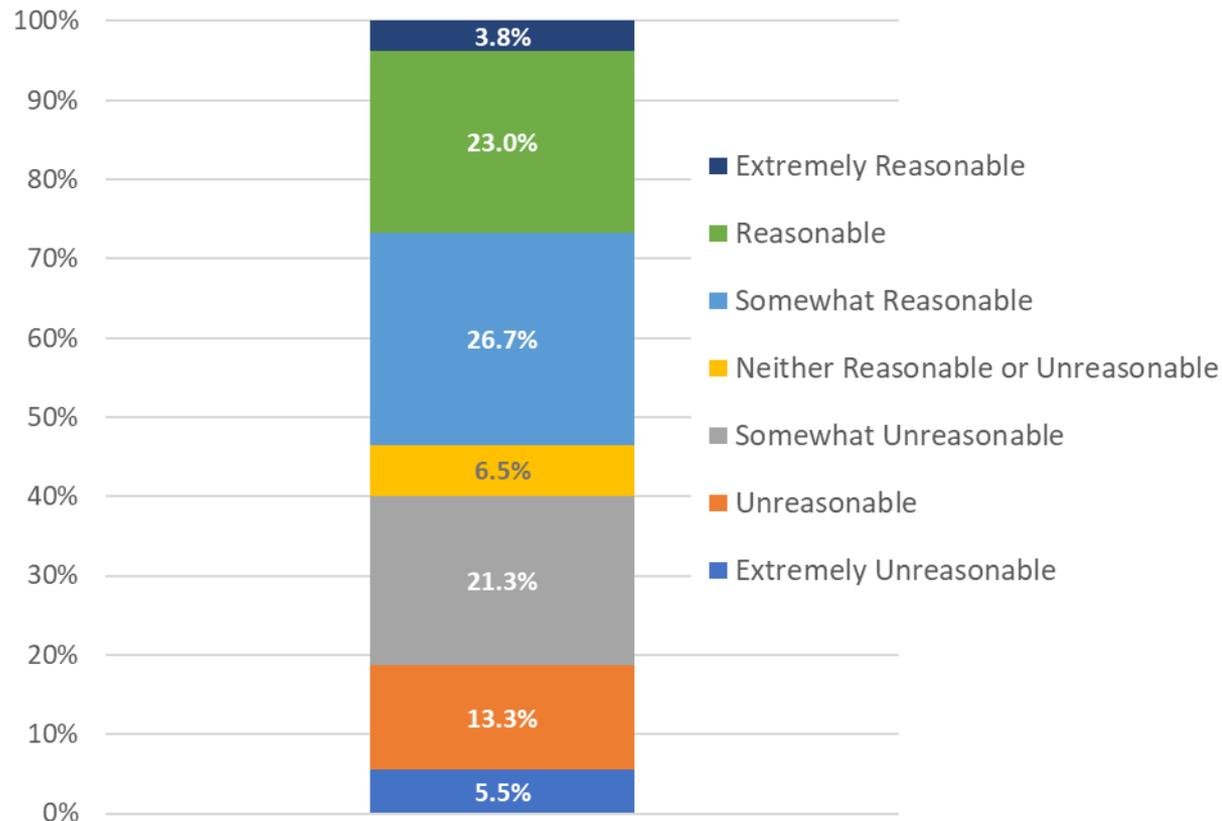
Why Morale Worsened (n=1,433)



Why Morale Improved or Stayed Same (n=2,053)



Perceptions of Current Wages/Workload



Salary or Hourly Wage Compared to Workload (n=3,515)

Other Reason Morale Has Worsened

	Statewide Employees	
	Freq.	Percent
Political environment and external pressures (Federal/State hostility to higher ed., cultural devaluation of ed.)	157	29.0
Leadership and administration (toxic supervision, disconnected, administrative bloat)	96	17.7
Morale, culture and climate (lack of trust, burnout, hopelessness, change fatigue)	65	12.0
Workload and staffing (overworked, understaffed, unfair work distribution, high turnover)	59	10.9
Compensation and pay equity (stagnant wages, salary compression, lack of recognition)	52	9.6
Misalignment with university values (shift toward profit, erosion of mission, moral concerns)	28	5.2
Communication and transparency (poor internal communication, top-down decisions, lack of feedback mechanisms)	28	5.2
Job insecurity (policy changes, reorganization, centralization)	22	4.1
Lack of career growth and development (few promotion opportunities, lack of professional development, unclear advancement paths)	22	4.1
Other comment	13	2.4
Total	542	100

Other Reason Morale Same or Improved

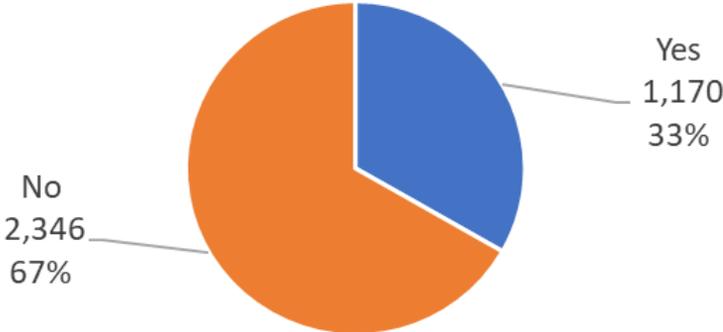
	Statewide Employees	
	Freq.	Percent
Supervision and leadership (new leadership, supportive, communicative)	120	23.6
Role fit (alignment with skills/interest, increased autonomy, confidence)	91	17.9
Coworkers and team culture (positive, collaborative, close-knit team)	65	12.8
Recent change in internal position/job duties	63	12.4
Workload and staffing (stabilized, support staff increased)	62	12.2
Internal mindset and personal reasons (attitude shift, mental health work)	45	8.8
Increased Salary, compensation, or recognition	36	7.1
Other comment	27	5.3
Total	509	100

Other Comments About Morale

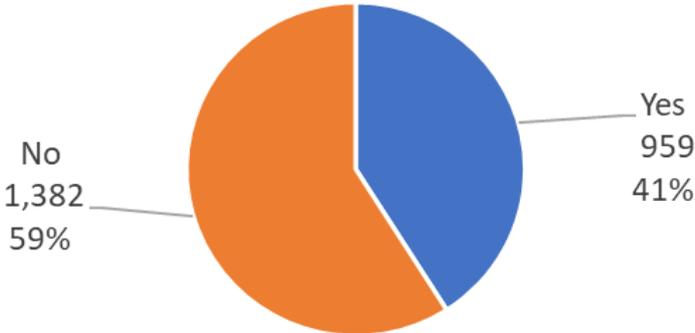
	Statewide Employees	
	Freq.	Percent
Lack of equity in compensation (pay disparities, lack of merit-based raises)	253	19.4
Negative external political and economic pressures	174	13.4
Workload and staffing changes (increased responsibilities, unfilled positions)	141	10.8
Feeling of positive campus climate and community	128	9.8
Negative leadership (absentee leaders, inconsistent expectations)	115	8.8
Toxic culture (nepotism, favoritism, bullying, inequitable treatment)	110	8.5
Lack of recognition and appreciation	88	6.8
Organizational change and instability (constant restructuring, leadership turnover)	73	5.6
Lack of communication and transparency	62	4.8
Lack of career advancement and professional growth	50	3.8
Bureaucracy and inefficiency (outdated systems, excessive red tape)	32	2.5
Other comment	75	5.8
Total	1,301	100

Second Job

Have a Second Job? (n=3,516)

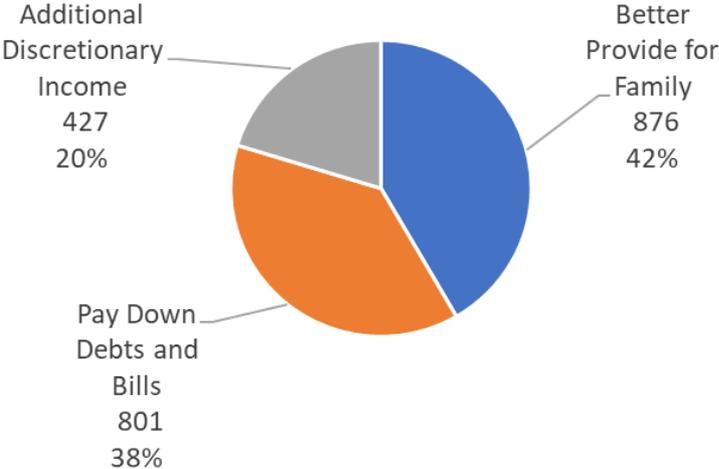


Of those not holding a second job...
Considering a Second Job? (n=2,341)

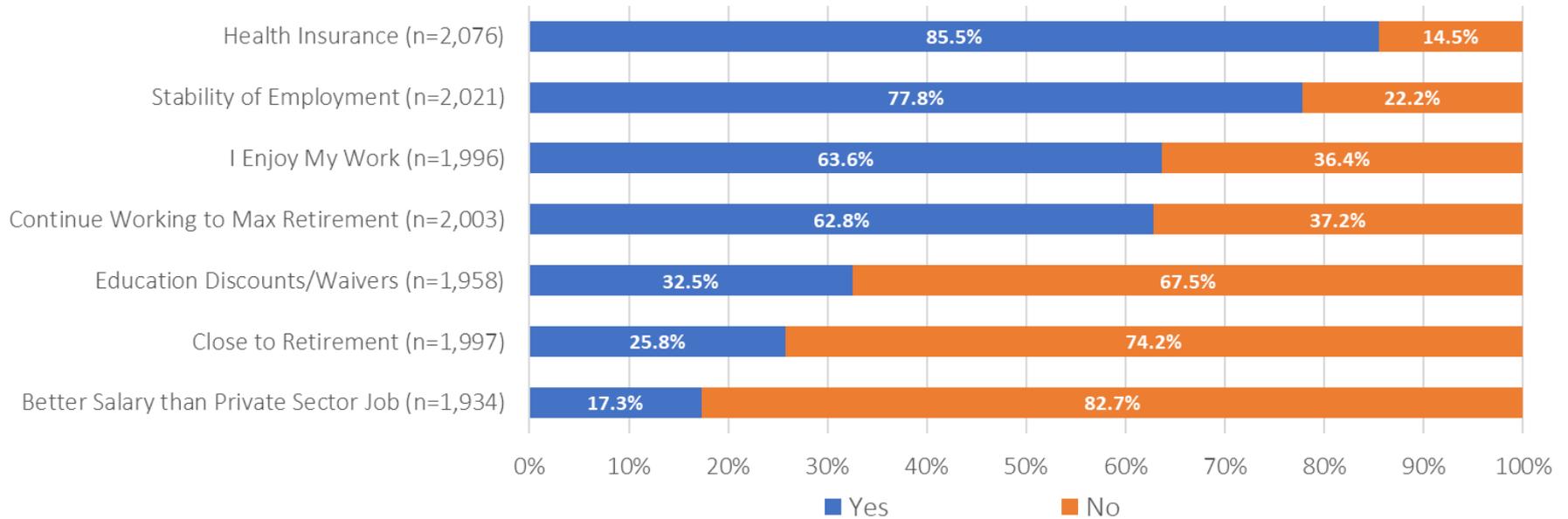


Of those with a second job or considering...

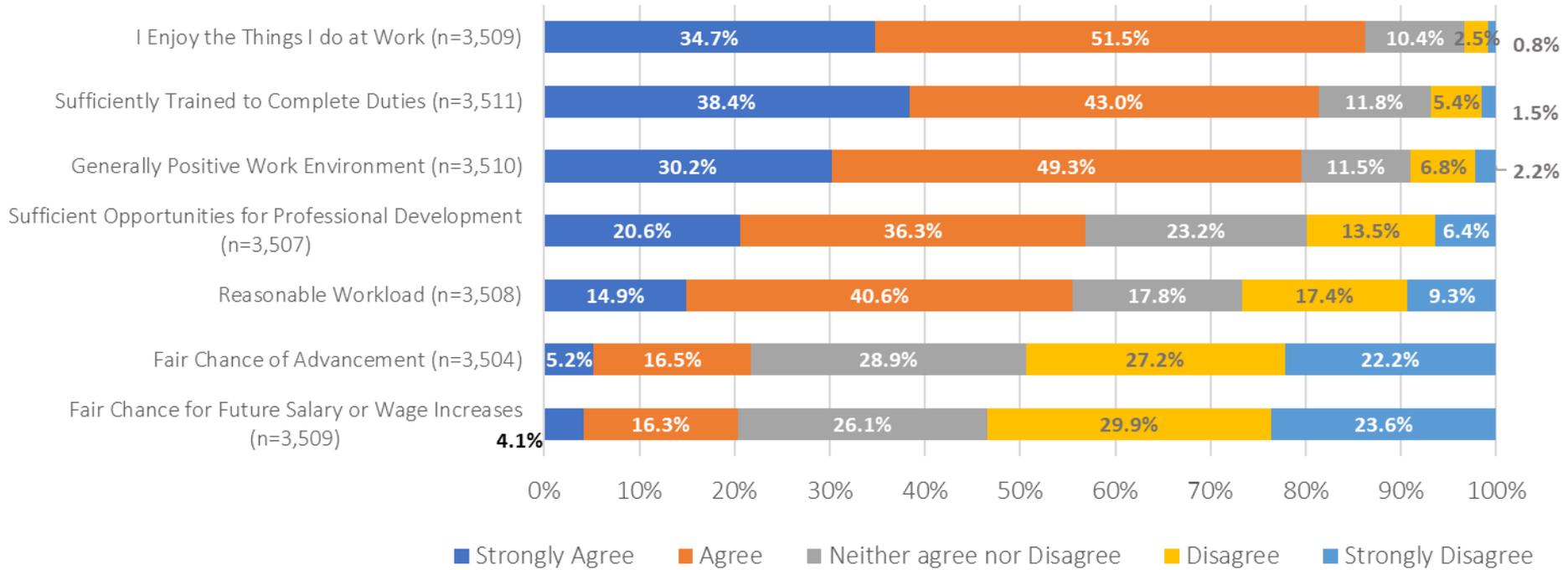
Reason for Having/Considering a Second Job?
(n=2,104)



Are you encouraged to remain employed at the university because of . . .



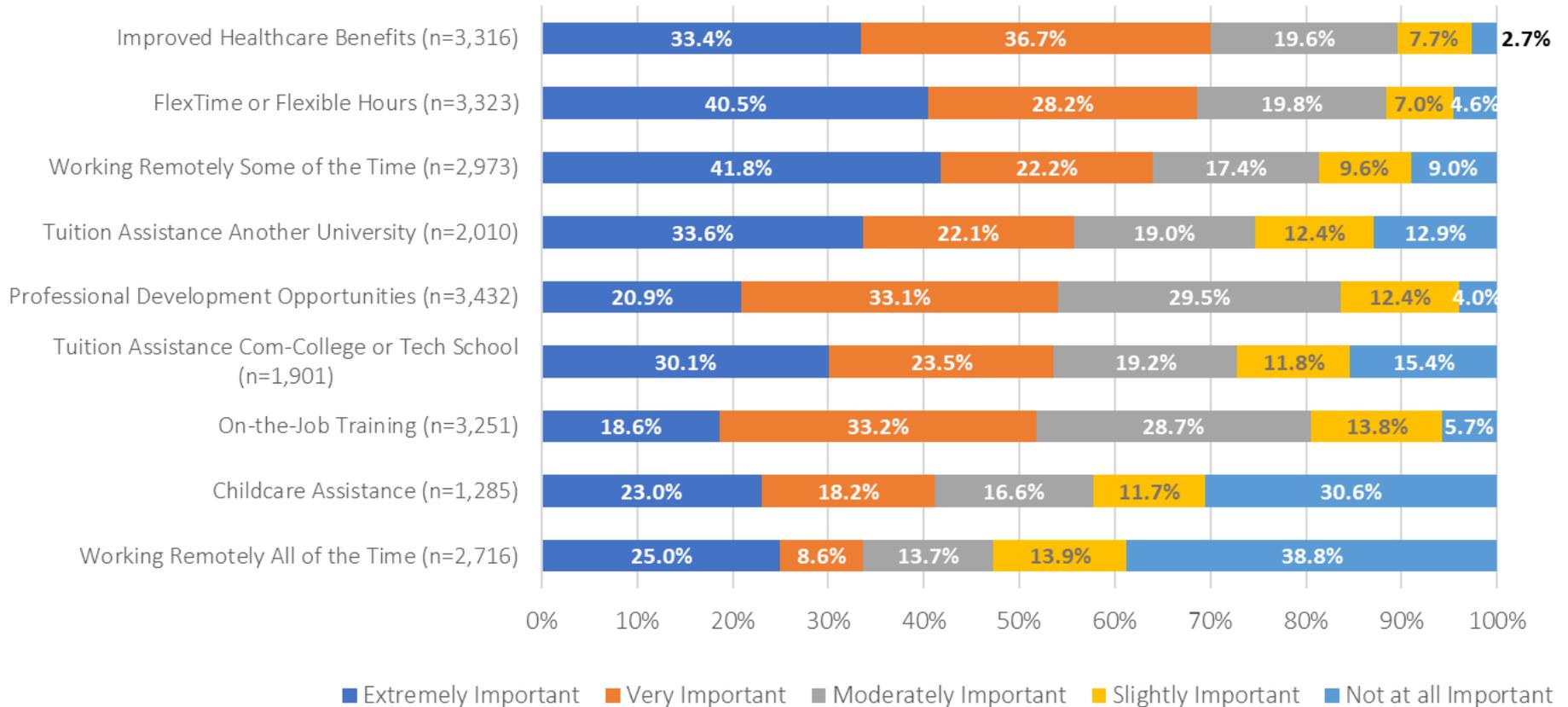
Job Satisfaction



Is there another item or issue you feel strongly about?

	Statewide Employees	
	Freq.	Percent
We need raises to keep up with the cost of living	117	17.0
Pay equity should be addressed/Salary compression is unfair	104	15.1
I am concerned about job security/stability/future raises/advancement	92	13.4
Leadership and/or supervisors are unsupportive & hinder problem solving	66	9.6
I now have more than one position/have added duties with no/little support/compensation	53	7.7
I lack resources/training/staff/support to perform my duties well	50	7.3
I enjoy my job/coworkers/supervisor/position	35	5.1
Leadership and/or supervisors lack transparency/communication	29	4.2
I am overqualified/should earn more given my skills and/or education	27	3.9
I feel the tuition assistance/parking/HR/PTO/holiday policies need modification	24	3.5
Workplace biases, favoritism, cliques are problems on campus	22	3.2
I benefit from/would benefit from remote/hybrid/flexible work	16	2.3
I must work 40< hours/skip lunches/vacations due to staff reductions	15	2.2
Other comment	38	5.5
Total	688	100

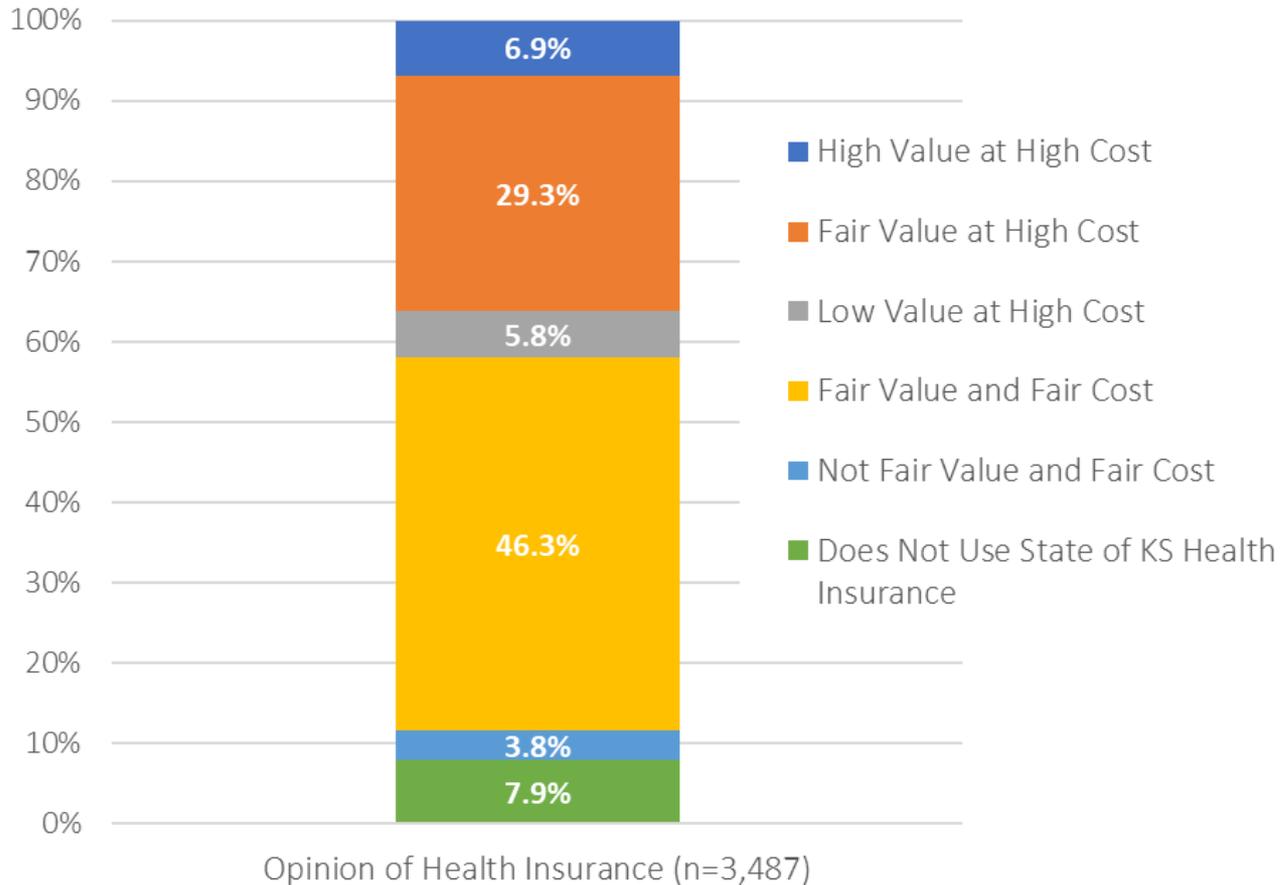
Incentives or Opportunities



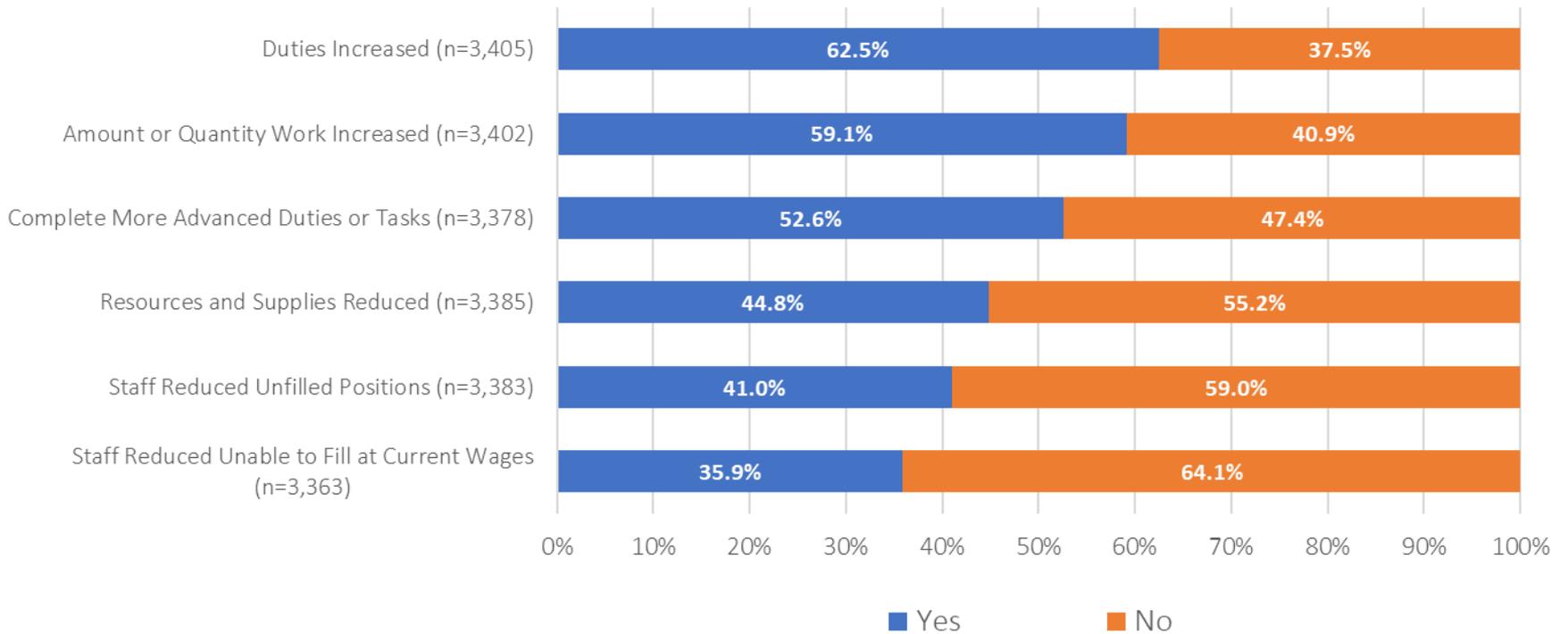
Is another incentive important to you?

	Statewide Employees	
	Freq.	Percent
Tuition assistance, more opportunities to receive/use tuition assistance	126	20.4
Free parking, access to pool, exercise & recreation facilities, gift cards	99	16.0
Wage increases, livable wages, cost of living increases	64	10.4
Support for/time off for professional development	62	10.0
Merit pay, longevity bonus	53	8.6
Flexible schedule/hours/days, four-day workweek	33	5.3
Improved retirement packages, retirement incentives	28	4.5
Improved primary, mental, dental benefits/coverage, more affordable	26	4.2
Remote work, hybrid work, equipment for remote work	26	4.2
Adequate staffing/resources, improved work environment/management	24	3.9
Opportunities for advancement/merit and transparency about process	15	2.4
Support for better work-life balance, appropriate workload, PTO, adequate time off	13	2.1
Childcare assistance, parental leave, dependent care, funeral leave	11	1.8
Other comment	37	6.0
Total	617	100

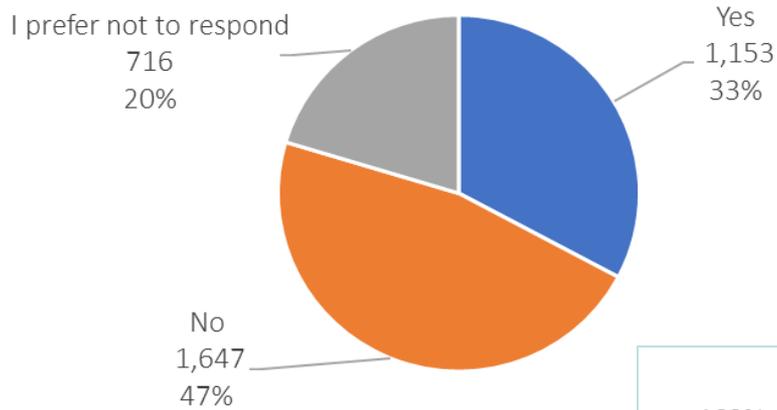
Health Insurance



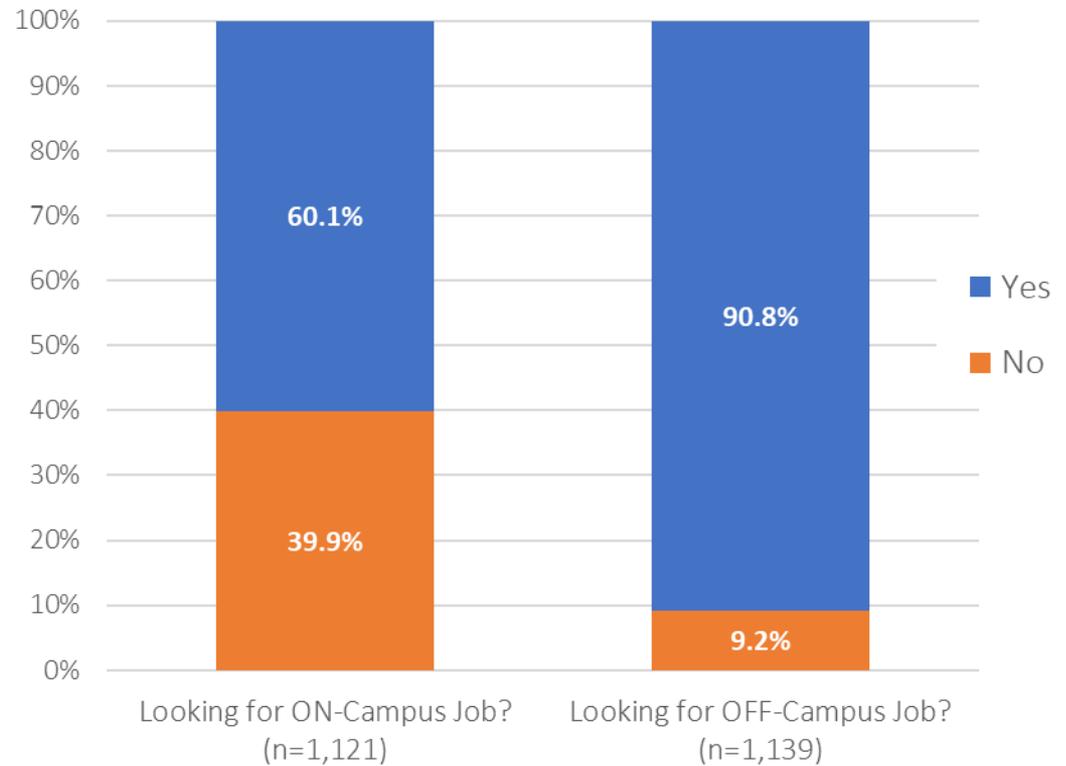
Have budget limitations impacted your work in the following ways . . .



Currently Looking for a Different Job? (n=3,516)



Looking for Different Job



Do you have any other comments to add?

	Statewide Employees	
	Freq.	Percent
Favorable comments about university employment, supervisor, coworkers	64	12.7
Wage increases, wage equity, cost of living adjustments, merit pay, bonuses	59	11.8
Positive comments about survey/participation	57	11.4
Understaffed, under-resourced, overworked, and overloaded	40	8.0
Leadership/management unresponsive, unsupportive, untrusted, micromanage	38	7.6
Generalized frustration/low morale expressed	39	7.8
Pessimism expressed regarding the use of survey findings	31	6.2
Tuition assistance, health insurance, childcare, parking	27	5.4
Top heavy administration, wage increases go to top. Favoritism regarding departments	25	5.0
Wages should better match skills, output, and/or loyalty/longevity	20	4.0
Considering retirement or new job	20	4.0
Critique of survey, recommendations for survey/analysis	17	3
More flexibility in work hours and locations (remote/hybrid)	15	3.0
Opportunities for advancement are lacking	15	3.0
Kansas Legislature imprudent/unsupportive	2	0.4
Other comment	33	6.6
Total	502	100



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