

2022 Regent Universities
USS-UPS Survey

Report for Fort Hays State University (FHSU), including:
FHSU UPS Results
Statewide UPS Results
(with additional redactions)



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*The staff of the Docking Institute of Public Affairs and its University Center for Survey Research
are dedicated to serving the people of Kansas and surrounding states.*

Mission:

To facilitate effective public policy decision-making among governmental and nonprofit entities



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Statewide UPS Results

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Introduction

Introduction

A coalition of representatives from University Support Staff (USS) and Unclassified Professional Staff (UPS) organizations from six Regent Universities in Kansas asked the Docking Institute of Public Affairs to conduct a survey of USS and UPS employees. The six universities included Emporia State University (ESU), Fort Hays State University (FHSU), Kansas State University (KSU), Pittsburg State University (PSU), Wichita State University (WSU), and the University of Kansas (KU).

The survey was conducted during spring 2022 using Qualtrics on-line survey software. Email addresses for USS and UPS employees of the six universities during the spring 2022 semester were provided to the Docking Institute. Invitations to participate in the survey (including a link to an online survey) were emailed to all USS and UPS employees listed. This research project was submitted to the FHSU Institutional Review Board (IRB) for review. Survey questions were developed in collaboration with the coalition of representatives from the USS and UPS organizations. The survey instrument can be found in Appendix E.

This report shows results from FHSU UPS survey respondents (FHSU UPS Employees) and all the UPS respondents (Statewide UPS Employees).

Methods

Email requests were sent to 9,190 USS and UPS employees at the six universities. The Institute received 4,053 completed interviews, a response rate of 44.1%. Since the lists provided by each university included all USS and UPS employees, no margin of error is calculated. The initial email was sent April 6, 2022. Follow-up email requests to non-responding employees were sent on April 14th, April 21st, and April 26th.

Regarding Fort Hays State University, emails were sent to 522 USS and UPS employees. The Institute received 271 completed surveys from 174 UPS employees and 97 USS employees.

Data were downloaded into SPSS software for analysis. Email addresses and the names of employees were deleted from the SPSS file before analysis began. Only grouped data were analyzed, and no attempt was made to link individual responses to individual respondents.

Summary

This report is for Fort Hays State University. Responses to each survey question are provided for all (Statewide) UPS Employees and FHSU UPS Employees. Responses are shown in tables and figures.

The Docking Institute's independent analysis shows the following:

- Larger percentages of FHSU UPS Employees than Statewide UPS Employees have been employed at their university for fewer than 10 years.
- When asked to rank (from first to fourth) the importance of various items, “amount of pay or compensation” was ranked first among most respondents (77.4% of Statewide UPS Employees and 74.1% of FHSU UPS Employees). The item with the next highest percentages ranking it first is “recognition for work performed” at 14.8% among Statewide UPS Employees and 19.6% among FHSU UPS Employees. A larger percentage of Statewide UPS Employees (35.9%) than FHSU UPS Employees (31.6%) ranked “recognition for work performed” second. A larger percentage of FHSU UPS Employees (38.6%) than Statewide UPS Employees (32.7%) ranked “additional incentives or perks” second.
- Regarding work appreciation, most respondents report that their “work is greatly appreciated” by their immediate supervisors and co-workers. A larger percentage of FHSU UPS Employees (53.2%) than Statewide UPS Employees (48.2%) report that their “work is greatly appreciated” by department heads.
- Regarding work morale, a larger percentage of FHSU UPS Employees (20.7%) than Statewide UPS Employees (18.7%) rate their morale as “extremely positive.” A larger percentage of FHSU UPS Employees (54.6%) than Statewide UPS Employees (47.7%) report that their morale has worsened “compared to two years ago.” When asked why their morale has worsened, 41.9% of FHSU UPS Employees and 41.6% of Statewide UPS Employees report that the “had to take on additional work duties with no/minimal increases in pay.” Of those reporting that their morale improved, when asked why it had improved, 60.9% of FHSU UPS Employees and 33.5% of Statewide UPS Employees report that “the morale of those around me has improved.”
- A larger percentage of Statewide UPS Employees (46.4%) than FHSU UPS Employees (40.1%) report that their wages are *at least* “somewhat reasonable.”
- A larger percentage of FHSU UPS Employees (33.9%) than Statewide UPS Employees (28%) report having a second job. Of those without second jobs, 47% of FHSU UPS Employees and 38.2% of Statewide UPS Employees report “considering taking a second job.” Of those with second jobs or considering taking second jobs, 45.9% and 44.3% (FHSU and Statewide, respectively) report that a second job will help them “provide better for their families.”

- Of those with second jobs or considering taking second jobs, most respondents (at least 50%) from both groups report that university employment provides health insurance benefits, stable work, and enjoyable work, and that they are working at the university to maximize their retirement benefits. A much larger percentage of FHSU UPS Employees (46.7%) than Statewide UPS Employees (24.3%) cites education discounts as an important reason for continued university employment.
- Regarding job satisfaction, more than 80% of FHSU UPS Employees and Statewide UPS Employees “agree” or “strongly agree” that they “enjoy the things they do at work.” More than 75% of both groups *at least* “agree” that they are “sufficiently trained to complete their duties” and have “generally positive work environments.” An area of divergence is workload. A much larger percentage of Statewide UPS Employees (52.1%) than FHSU UPS Employees (20.1%) *at least* “agree” that their workloads are “reasonable.”
- Regarding important incentives or opportunities, more than half of FHSU UPS and Statewide UPS Employees consider “flextime or flexible hours,” “improved healthcare benefits,” and “on-the-job training” as “very important” or “extremely important.”
- When asked about the value of health insurance, the single largest percentage of both groups rate it as “fair value and fair cost” at 38.6% among Statewide UPS Employees and 44.8% among FHSU UPS Employees. About 35% of both groups report receiving “fair value at high cost.”
- More than 60% of both groups report that budget limitations have led to an increase in duties and an increase in the quantity of work. Larger percentages of Statewide UPS Employees than FHSU UPS Employees report that budget limitations have led to “staff reductions due to unfilled positions” (56.3% and 43.5%, respectively) and “reduced resources and supplies” (47.5% and 39.8%, respectively).
- About the same percentages of FHSU UPS Employees (41.4%) and Statewide UPS Employees (42%) report looking for a different job within the past year or so. Of those looking for a different job, 56.3% of Statewide UPS Employees and 59.4% of FHSU UPS Employees report that they are interested in other on-campus employment, and in response to a separate question, 90.9% and 95.8% (Statewide and FHSU, respectively) report being interested in off-campus employment.

Findings

This section of the report provides percentage responses to each question in the survey. Questions were grouped by theme and do not necessarily follow the flow of the survey questions (see Appendix E). The tables and figures below show responses for Statewide UPS Employees and FHSU UPS Employees.

Table 1 shows that larger percentages of FHSU UPS Employees than Statewide UPS Employees have worked for 0-4 years and 5-9 years. Larger percentages of Statewide UPS Employees have worked for 10-14 years, 15-19 years, and 20 years or more.

Table 1: Years of Employment

	Statewide UPS Employees		FHSU UPS Employees	
	Freq.	Percent	Freq.	Percent
0-4 years	957	33.5	72	41.4
5-9 years	708	24.8	46	26.4
10-14 years	392	13.7	20	11.5
15-19 years	301	10.5	7	4.0
20 years or more	499	17.5	29	16.7
Total	2,857	100	174	100

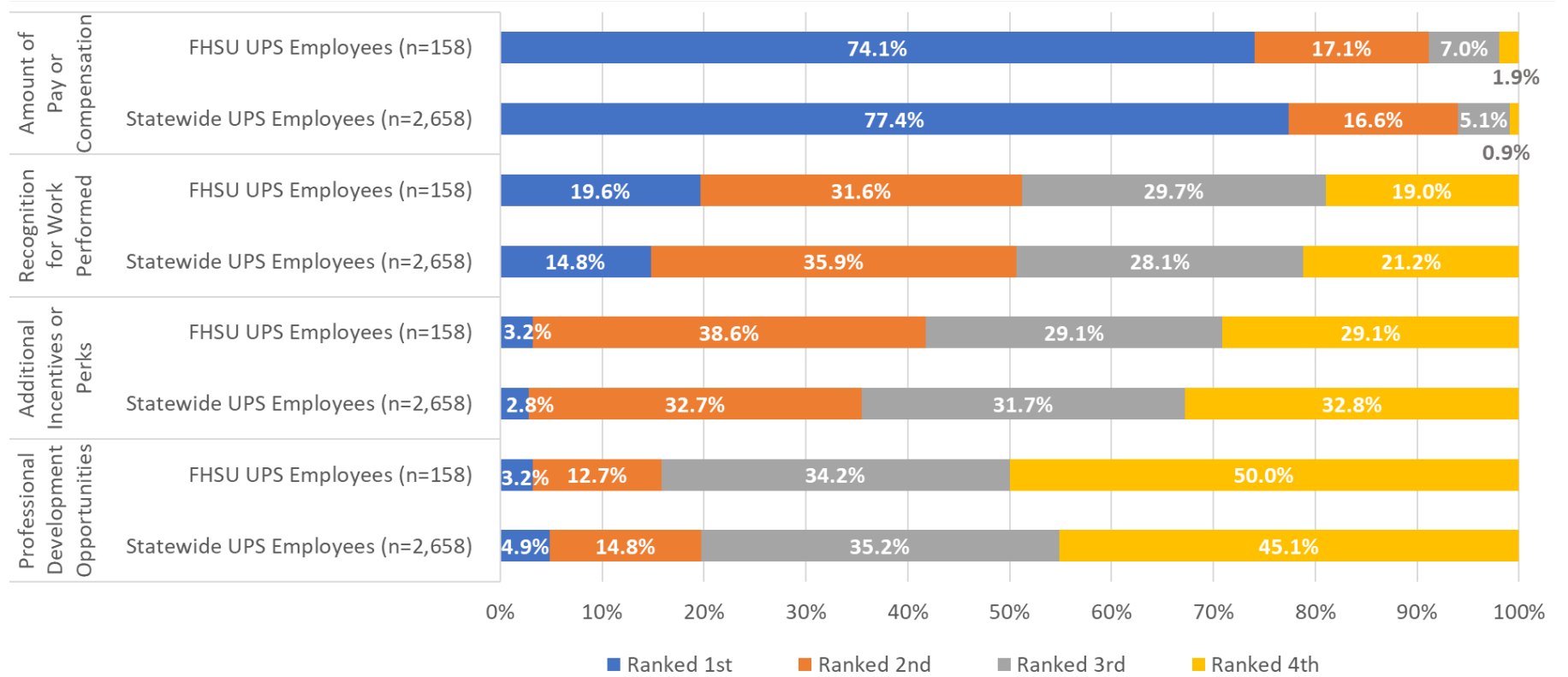
Item Importance and Appreciation of Work Performance

Figure 1 (next page) shows responses to four items. Respondents were asked to rank each according to importance from first to fourth. The items were:

- Recognition for the work you perform
- Amount of pay or compensation
- Additional incentives or perks
- Professional development opportunities

The figure shows that “amount of pay or compensation” was ranked first among most respondents (77.4% for Statewide UPS Employees and 74.1% for FHSU UPS Employees). The item with the next highest percentages ranking it first is “recognition for work performed” at 14.8% among Statewide UPS Employees and 19.6% among FHSU UPS Employees. A larger percentage of Statewide UPS Employees (35.9%) than FHSU UPS Employees (31.6%) ranked “recognition for work performed” second. A larger percentage of FHSU UPS Employees (38.6%) than Statewide UPS Employees (32.7%) ranked “additional incentives or perks” second.

Figure 1: Item Ranking



Respondents were asked “if there is another work-related item that you consider to be of high importance.” Table 2 shows all comments collapsed into 13 categories, ranged by Statewide UPS Employees. (NOTE: Some respondents provided more than one incentive or opportunity. The categories below show the first incentive/opportunity listed.) Appendix A shows all responses from FHSU UPS Employees.

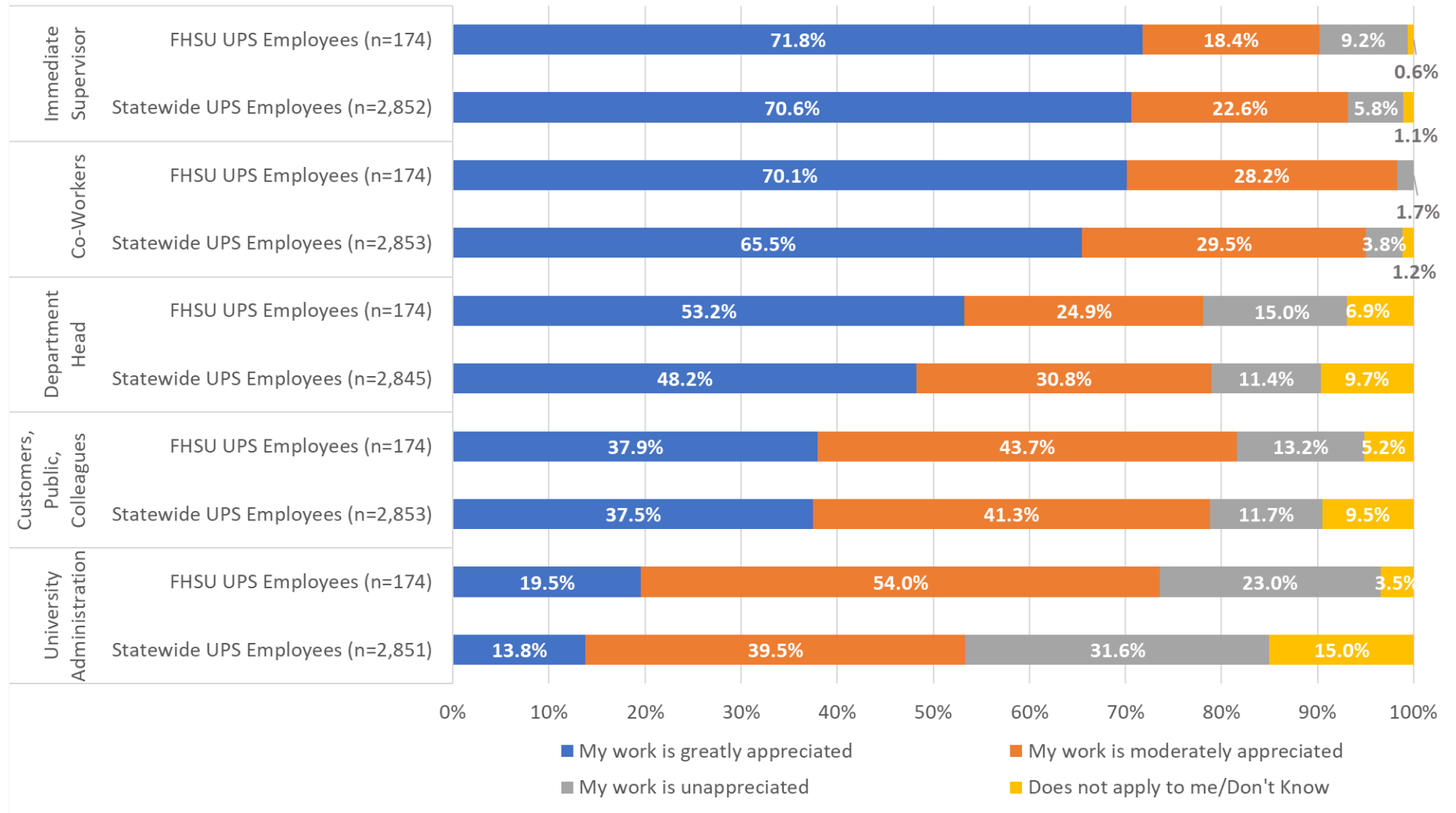
Table 2: Additional High Importance Items (Categories)

	Statewide UPS Employees		FHSU UPS Employees	
	Freq.	Percent	Freq.	Percent
Healthy workplace culture, inclusion, sense of belonging	149	14.2	13	23.6
Flexible work hours & shifts, four-day work week	124	11.8	5	9.1
Better work-life balance, adequate time-off, appropriate workload	119	11.3	6	10.9
Respect, to be included in decision-making, have autonomy	116	11.1	10	18.2
Doing meaningful work, mentoring opportunities, collaboration	108	10.3	6	10.9
Opportunities for advancement, continuous learning, stability in employment	87	8.3	4	7.3
For pay/title/duties to correlate, valued/compensated for experience, cost of living pay increases	68	6.5	4	7.3
Better/more extensive benefits package, tuition assistance, paid time-off, parking	66	6.3	2	3.6
Adequate staffing/funding/resources	61	5.8	1	1.8
Opportunities for remote work, hybrid work	55	5.2	2	3.6
More equity & fairness, better workplace safety	47	4.5		-
More knowledgeable management, transparency, communication	41	3.9	2	3.6
Other comment	8	0.8		-
Total	1,049	100	55	100

Figure 2 (next page) shows responses to statements addressing the work performance appreciation by various groups and individuals. The groups and individuals include co-workers, immediate supervisors, department heads, and university administrators. The statements include “my work is unappreciated,” “my work is moderately appreciated,” “my work is greatly appreciated,” and “this item does not apply to me.”

Figure 2 shows that majorities of respondents report that their “work is greatly appreciated” by their immediate supervisors and co-workers. A larger percentage of FHSU UPS Employees (53.2%) than Statewide UPS Employees (48.2%) report that their “work is greatly appreciated” by department heads.

Figure 2: Appreciation of Work Performed



Work Morale

This section of the report addresses work morale. Figure 3 shows responses to the question “generally speaking, how do you rate your morale at work?” Answer options ranged from “extremely positive” to “extremely negative.”

Figure 3 shows that a larger percentage of FHSU UPS Employees (20.7%) than Statewide UPS Employees (18.7%) rate their morale as “extremely positive.” The single largest percentages of both groups rate their morale as “somewhat positive.”

Figure 3: Morale at Work

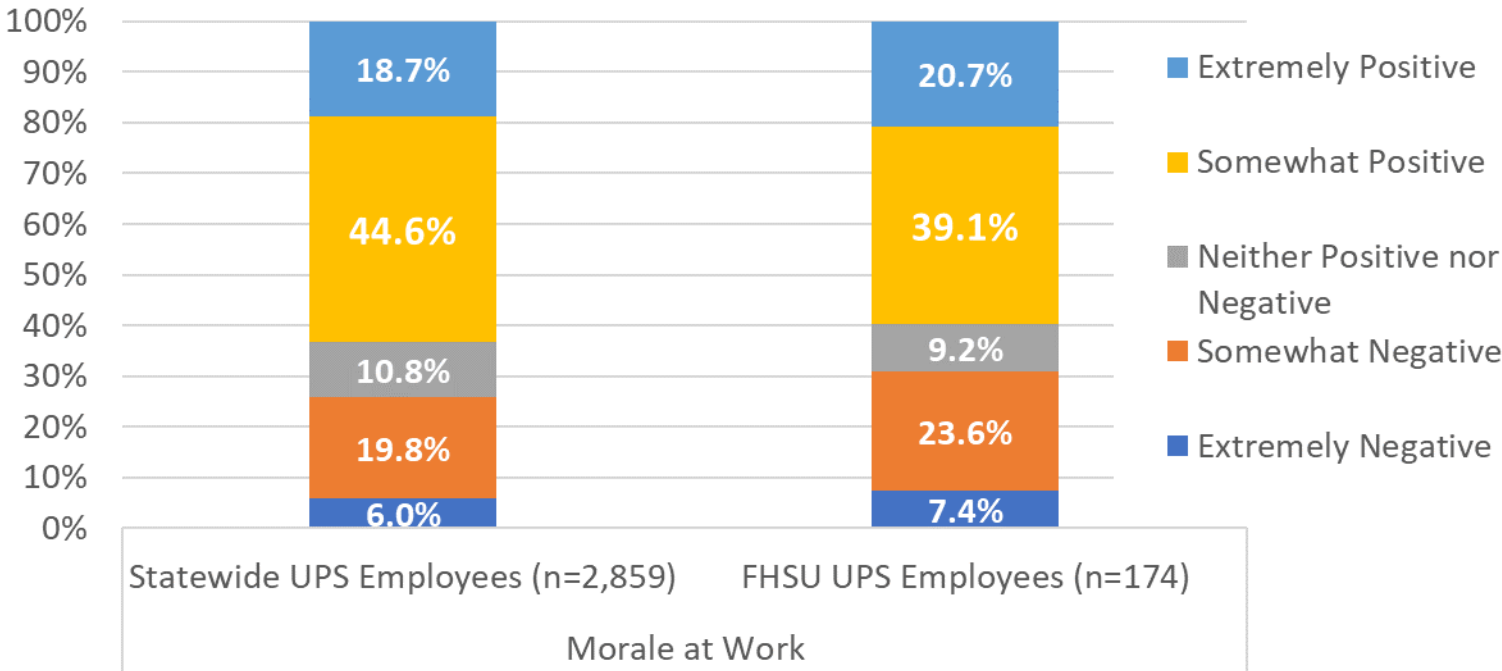
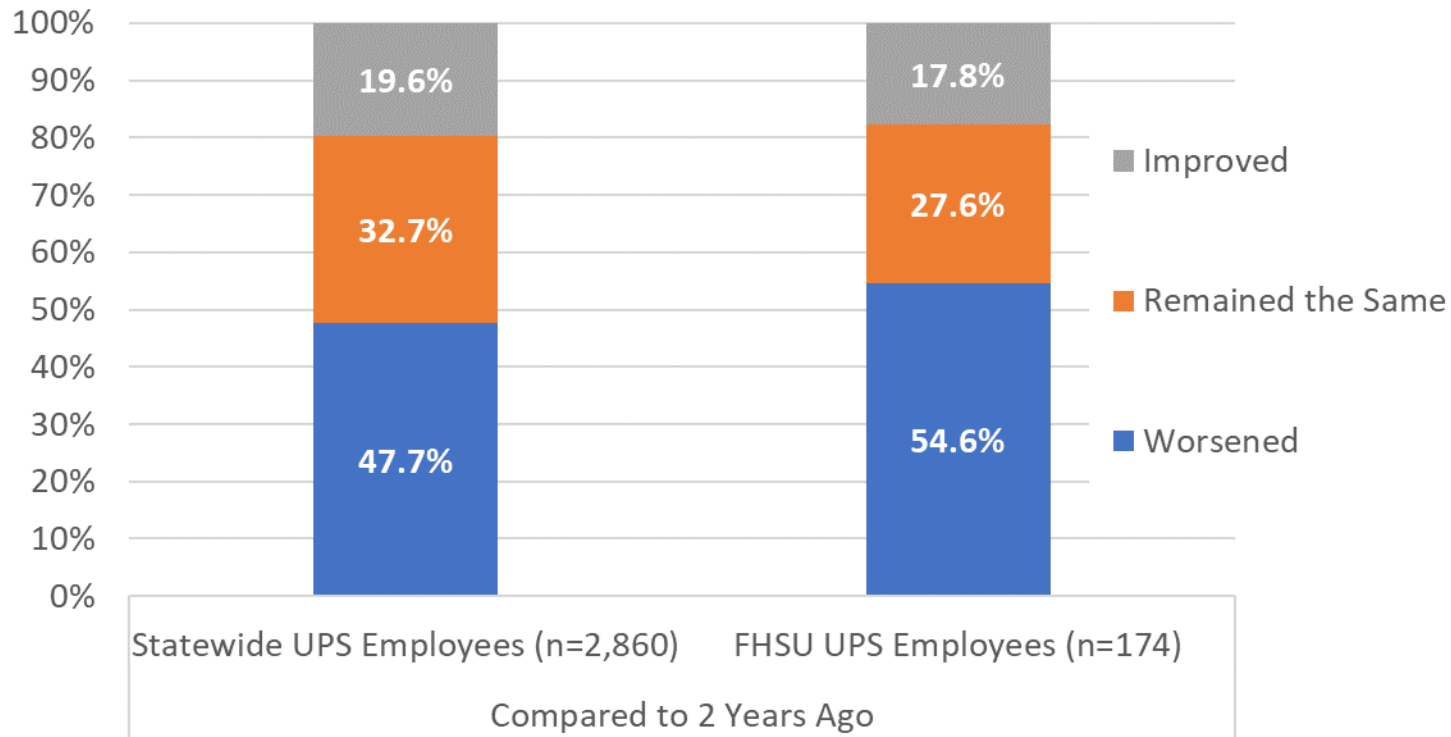


Figure 4 shows that a larger percentage of FHSU UPS Employees (54.6%) than Statewide UPS Employees (47.7%) report that their morale has worsened “compared to two years ago.”

Figure 4: Morale Compared to Two Years Ago



Respondents indicating that their morale has worsened compared to two years ago (represented by the blue bars in the previous figure) were asked follow-up questions about why morale has worsened. Responses included “salary increases haven’t kept up with increased costs,” “had to take on additional work duties with no/minimal increases in pay,” “morale of those around me has worsened,” and “layoffs have created uncertainty about the future of my position.”

Figure 5 shows that 41.9% of FHSU UPS Employees and 41.6% of Statewide UPS Employees report that they “had to take on additional work duties with no/minimal increases in pay.” Figure 6 (next page) shows that, of those reporting that their morale has improved compared to two years ago, 60.9% of FHSU UPS Employees and 33.5% of Statewide UPS Employees report as a reason for this improvement that “the morale of those around me has improved.”

Figure 5: Why Morale Has Worsened

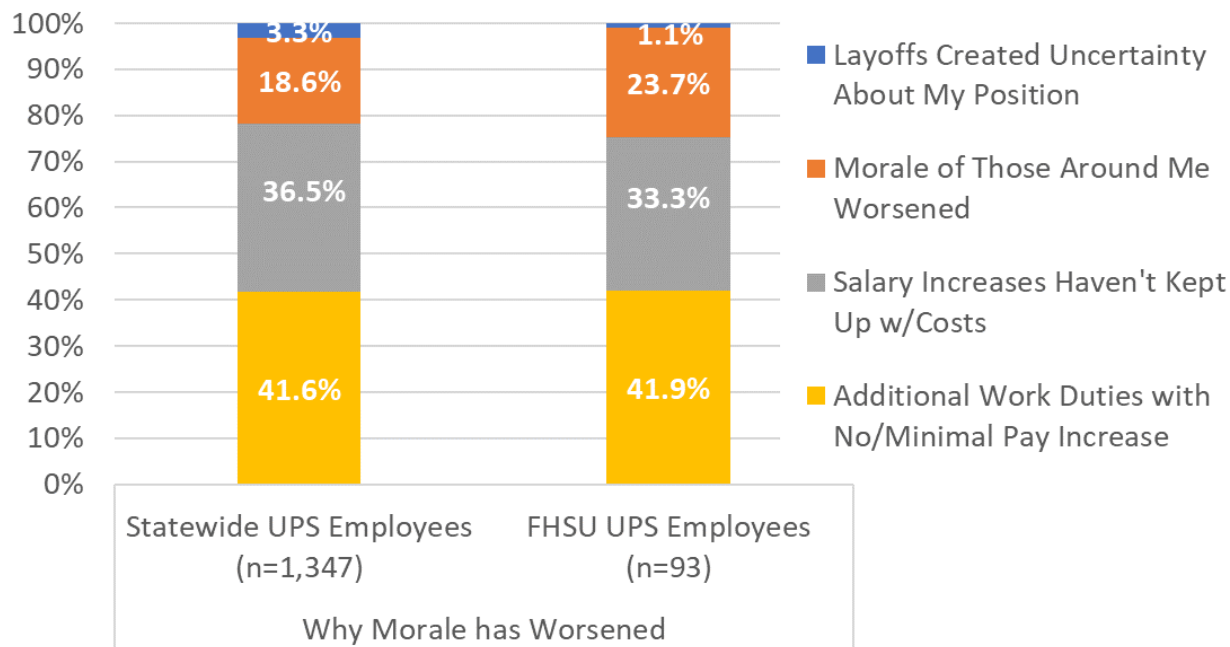
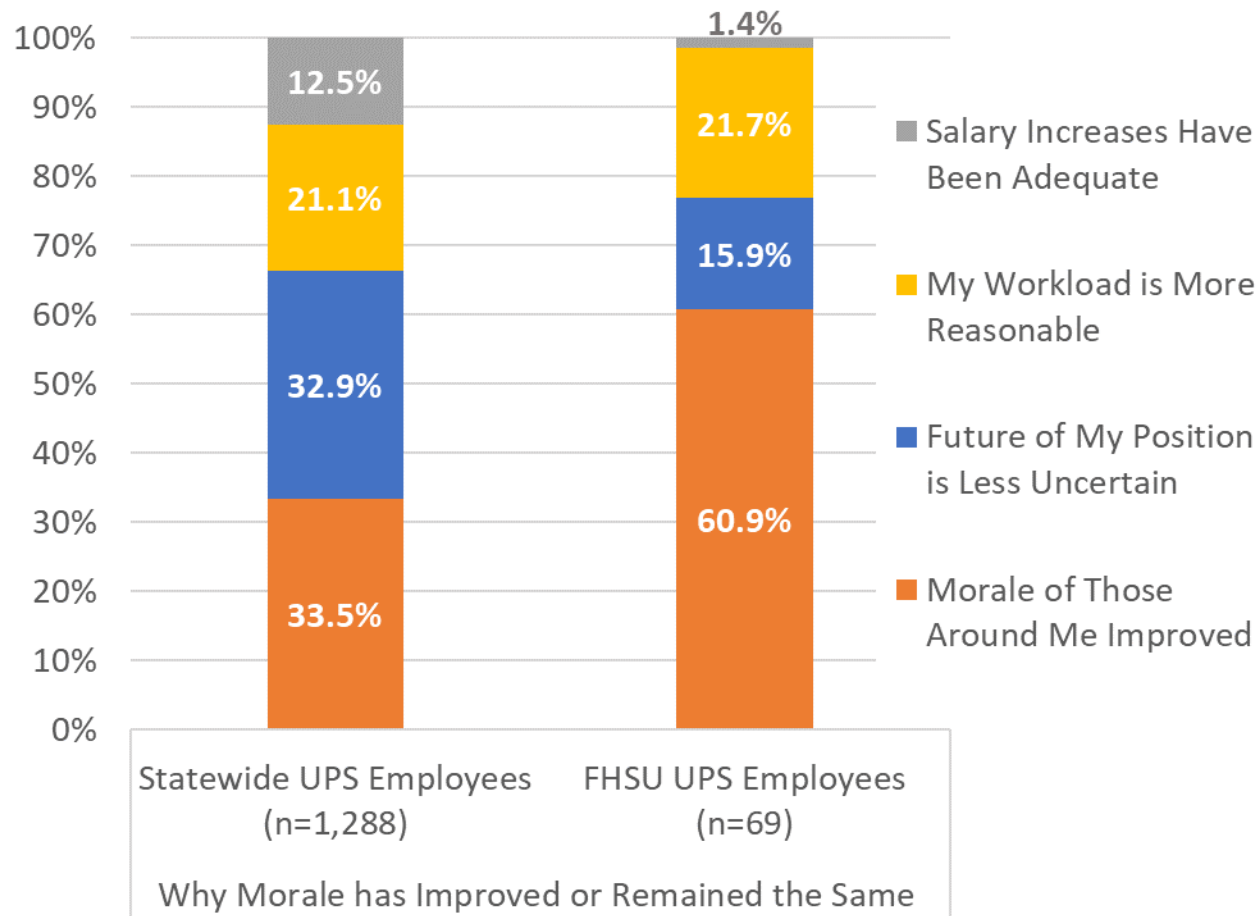


Figure 6: Why Morale has Improved or Remained the Same



Wages and Second Job

This section of the report addresses wages and a second job (if workers have a second job and/or if they have considered one).

Figure 7 (next page) shows responses to the question “how do you rate your salary or hourly wage with regard to the work you currently perform?” Answer options ranged from “extremely reasonable” to “extremely unreasonable.” The figure shows that a larger percentage of Statewide UPS Employees (46.4%) than FHSU UPS Employees (40.1%) report that their wages are *at least* “somewhat reasonable.”

Figure 7: Perception of Current Wages

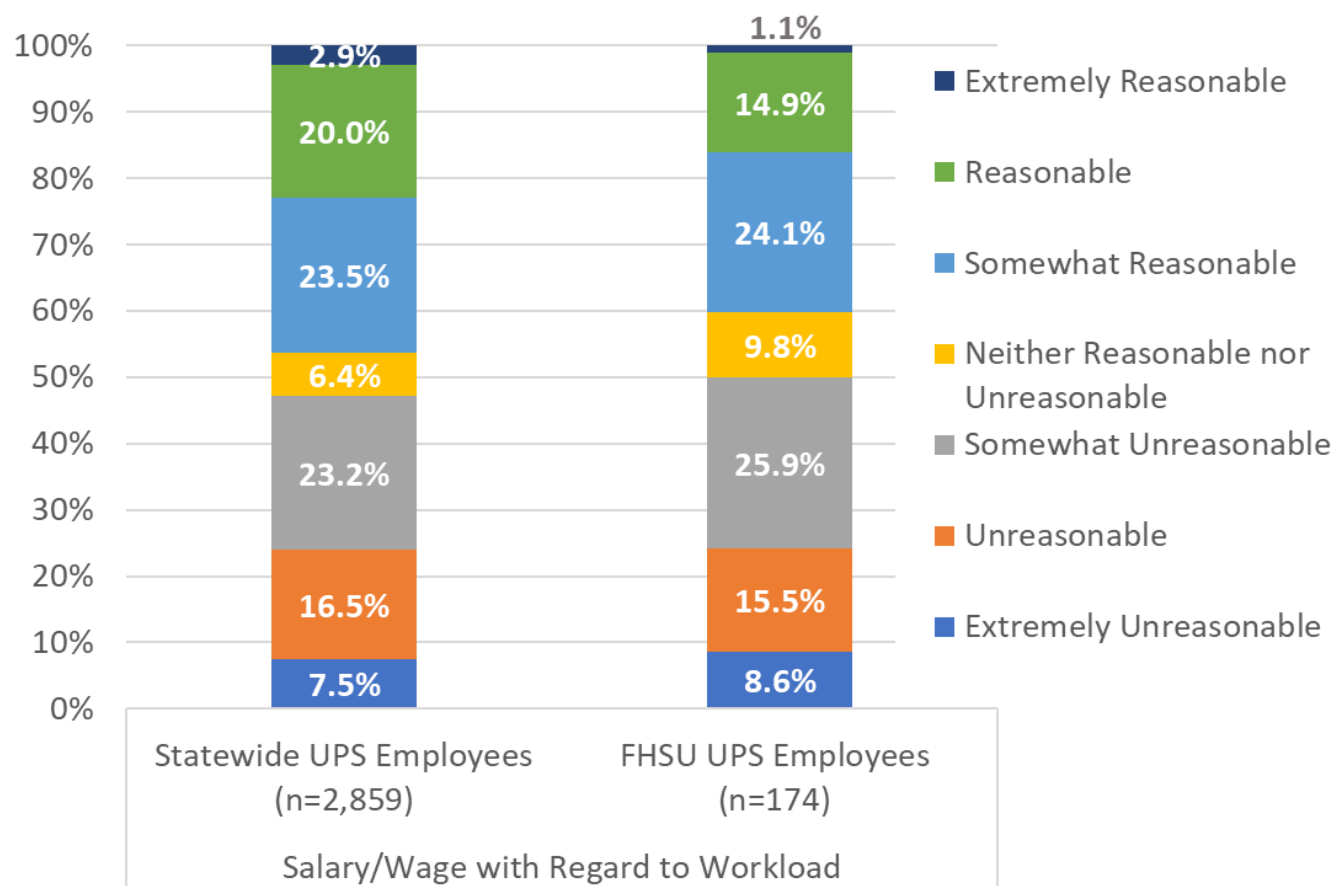
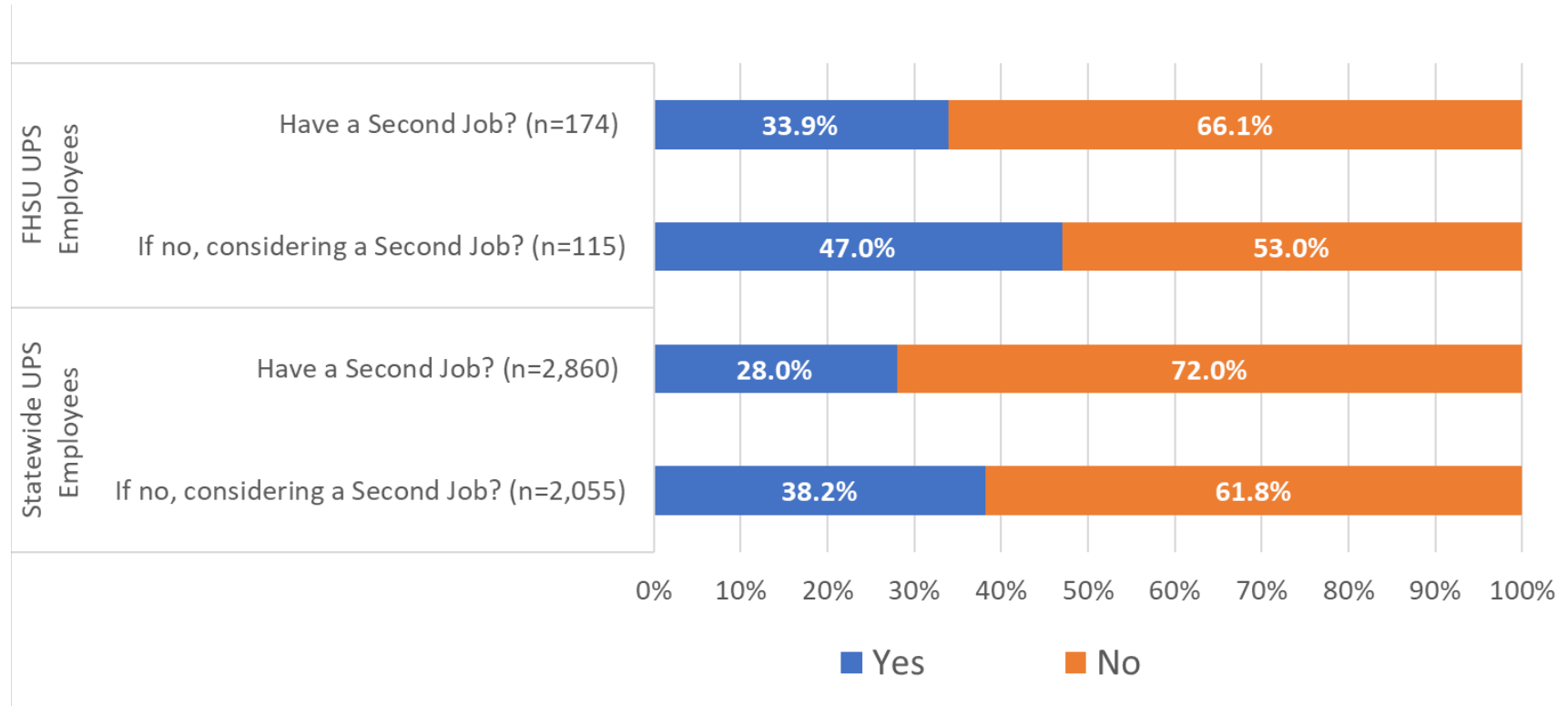


Figure 8 shows that a larger percentage of FHSU UPS Employees (33.9%) than Statewide UPS Employees (28%) report having a second job. Of those without second jobs, 47% of FHSU UPS Employees and 38.2% of Statewide UPS Employees report “considering taking a second job.”

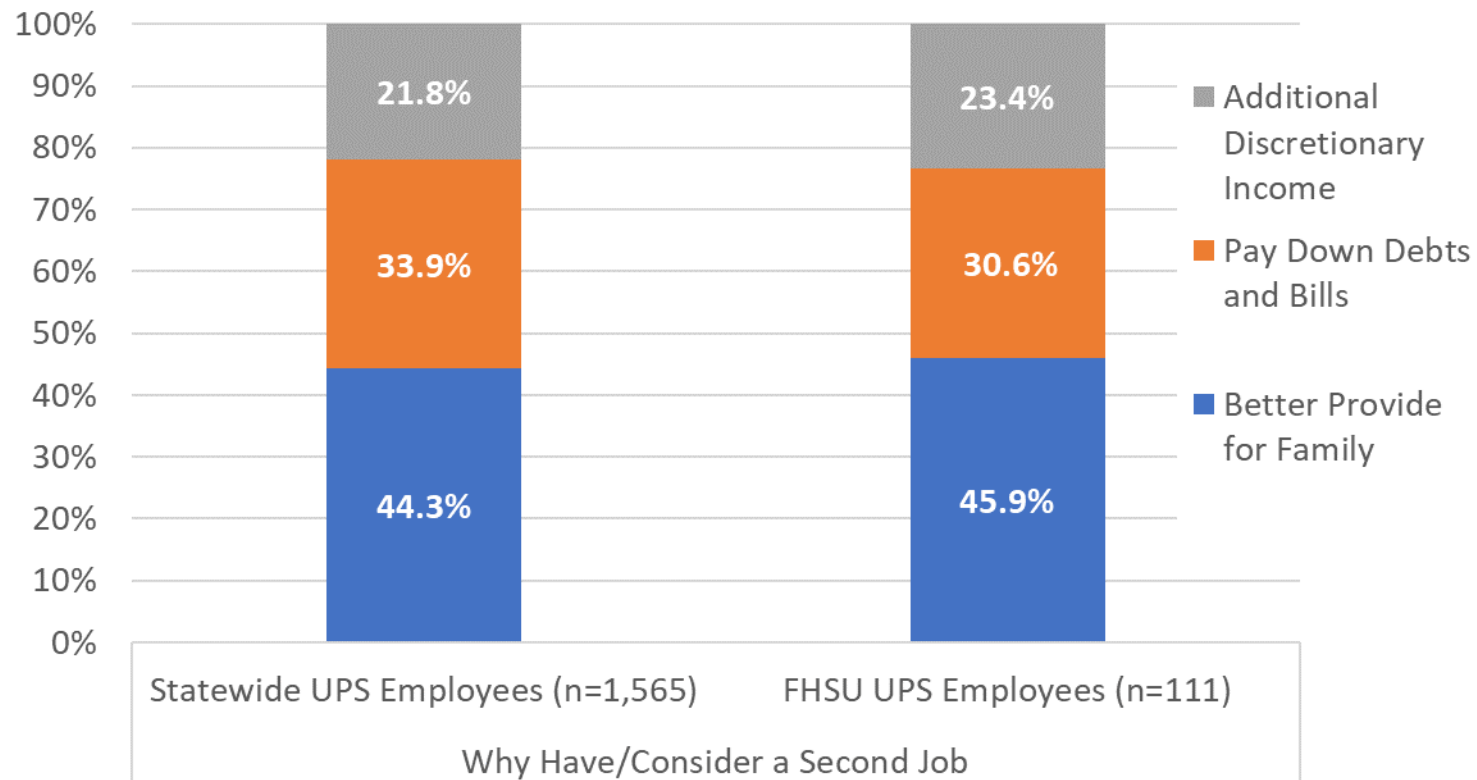
Figure 8: Have or Consider a Second Job or Other Income



Respondents with a second job or considering a second job (“yes” answers shown in Figure 8) were asked the question “of the following, which BEST describes the reason you have taken a second job or are considering a second job?”

Answer options included to “be able to better provide for family,” “help to pay down debts/bills,” and “be able to have additional discretionary income (i.e., to spend on vacations, upgraded car, etc.)” Figure 9 shows that of those with second jobs or considering taking second jobs, 45.9% and 44.3% (FHSU and Statewide, respectively) report that a second job will help them “provide better for their families.”

Figure 9: Why Have/Consider a Second Job or Other Income



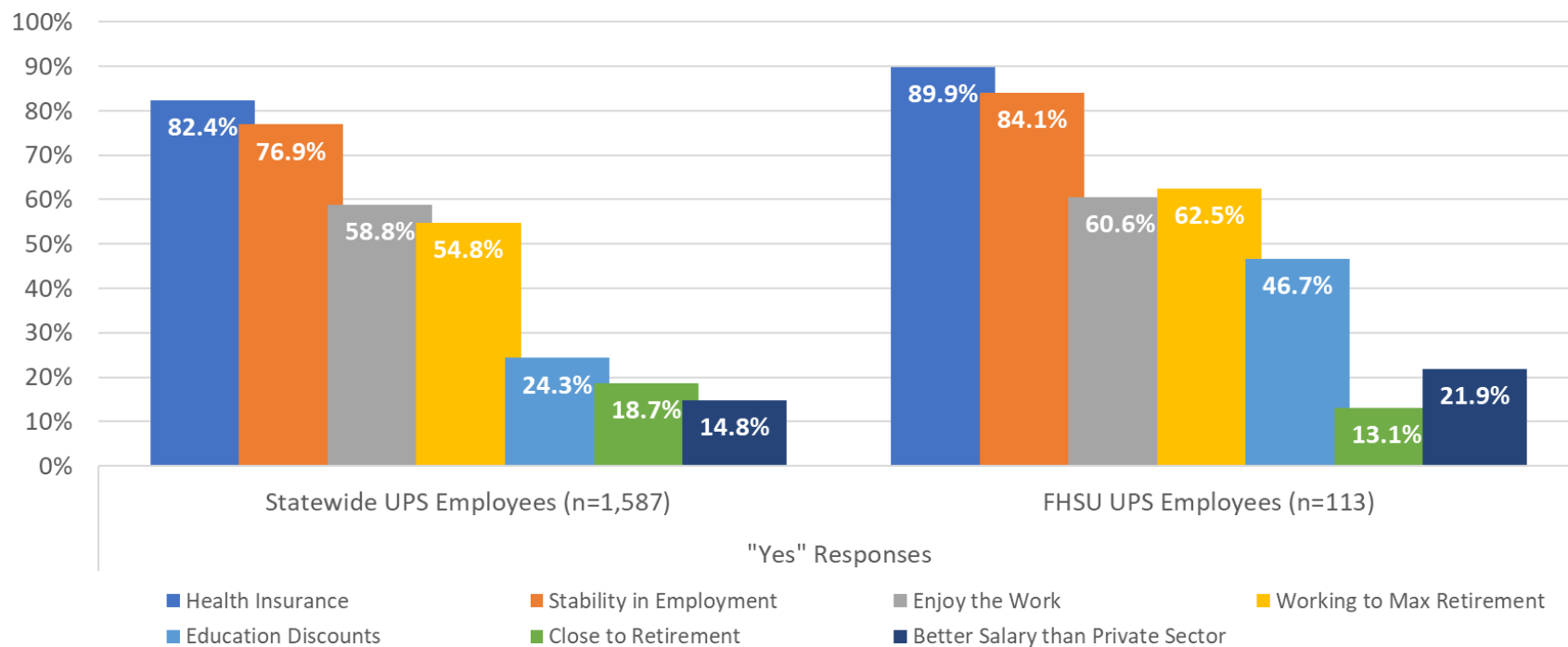
Respondents with a second job or considering a second job (“yes” answers shown in Figure 8) were asked the question “Regarding your job with the University, which of the following reasons have encouraged you to *remain employed* there?”

Answer options included the following:

- I earn a better salary than a comparable job in the private sector
- The stability in employment
- I need the health insurance
- I need access to the education discounts offered (i.e., tuition waivers) for self/dependents
- I am close to retirement age
- I want to continue working here to receive maximum retirement benefits
- I enjoy the work so much that I remain

Figure 10 (next page) shows that of those with second jobs or considering taking second jobs, most respondents (at least 50%) from both groups report that university employment provides health insurance benefits, stable work, and enjoyable work, and that they are working at the university to maximize their retirement benefits. A much larger percentage of FHSU UPS Employees (46.7%) than Statewide UPS Employees (24.3%) cites education discounts as an important reason for continued university employment.

Figure 10: Reasons for Continued University Employment



Job Satisfaction, Incentives, and Health Insurance

This section of the report addresses job satisfaction, incentives or opportunities that might be of interest to employees, and opinions about health insurance.

Regarding job satisfaction, respondents were presented with several statements and asked to respond to each with answer options ranging from “strongly agree” to “strongly disagree.” The statements included the following:

- I enjoy the things I do at work
- I have a generally positive work environment
- I am sufficiently trained to complete my required job duties
- I have a reasonable workload
- I have a fair chance of advancement in my job
- I have a fair chance for future salary or wage increases

Figures 11a and 11b (following pages) show responses to the statements above. Figure 11a shows that more than 90% of FHSU UPS Employees and more than 80% of Statewide FHSU UPS Employees “agree” or “strongly agree” that they “enjoy the things they do at work.” More than 75% of both groups at “agree” or “strongly agree” that they are “sufficiently trained to complete their duties” and have “generally positive work environments.” Figure 11b shows that 52,1% of Statewide FHSU UPS Employees but only 20.1% of FHSU UPS Employees “agree” or “strongly agree” that their workloads are “reasonable.”

Figure 11a: Job Satisfaction

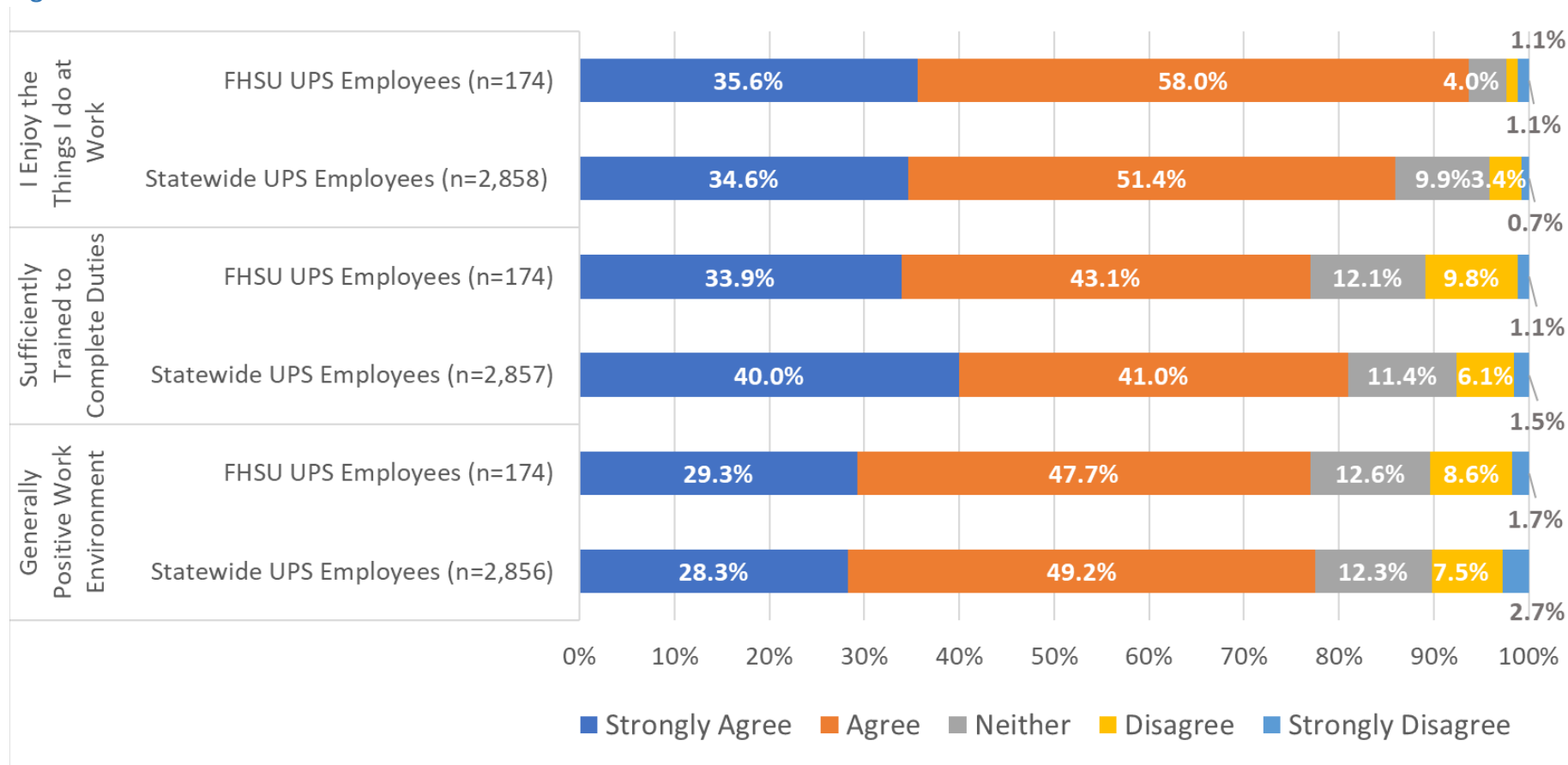
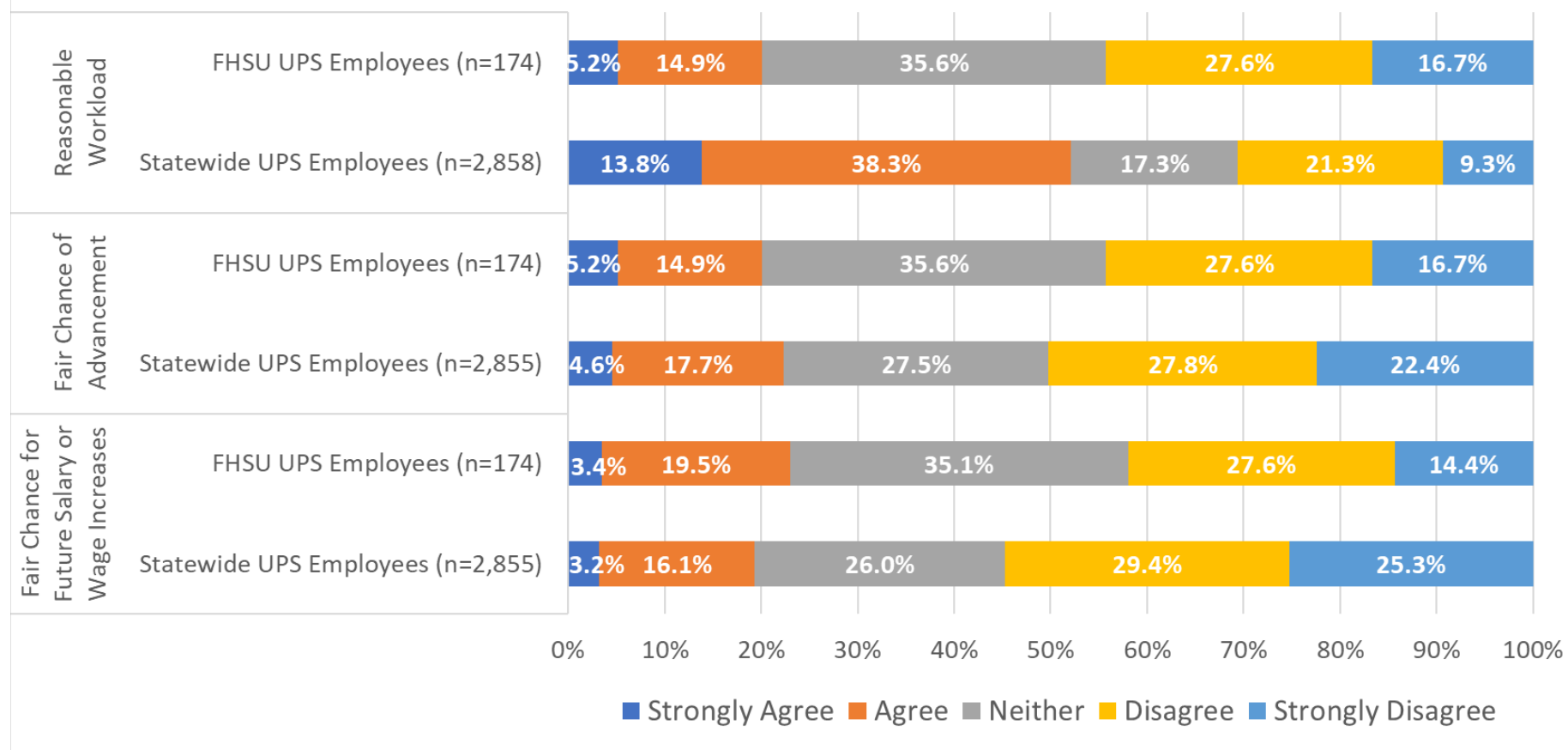


Figure 11b: Job Satisfaction (Continued)



Respondents were asked to provide another item or issue that they feel strongly about in a text box. Table 3 shows comments collapsed into 15 categories, ranked by Statewide UPS Employee. (NOTE: Some respondents provided more than one incentive or opportunity. The categories below show the first incentive/opportunity listed.) Appendix B shows all responses from FHSU UPS Employees.

Table 3: Additional Job Satisfaction Items/Issues (Categories)

	Statewide UPS Employees		FHSU UPS Employees	
	Freq.	Percent	Freq.	Percent
Leadership and/or supervisors are unsupportive & hinder problem solving	115	15.9	4	10.3
We need raises to meet expenses	78	10.8	3	7.7
I now have more than one position/have added duties with no/little support/comp.	65	9.0	4	10.3
I am concerned about job security/stability/future raises/advancement	63	8.7	4	10.3
I enjoy my job/coworkers/supervisor/position	63	8.7	4	10.3
Pay equity should be addressed/Salary compression is unfair	56	7.7	1	2.6
Workplace biases, favoritism, cliques are problems on campus	53	7.3	2	5.1
I must work 40< hours/skip lunches/vacations due to staff reductions	47	6.5	5	12.8
I lack resources/training/staff/support to perform my duties well	38	5.2	3	7.7
Leadership and/or supervisors lack transparency/communication	37	5.1	3	7.7
We need cost of living increases	34	4.7	1	2.6
I benefit from/would benefit from remote/hybrid/flexible work	24	3.3	1	2.6
I am overqualified/should earn more given my skills and/or education	21	2.9	1	2.6
Other comment	16	2.2	1	2.6
I feel the tuition assistance/parking/HR/PTO/holiday policies need modification	15	2.1	2	5.1
Total	725	100	39	100

Figures 12a and 12b show responses to the series of statements regarding incentives or opportunities that might be of interest to employees. Respondents were asked to respond to each with answer options ranging from “extremely important” to “not at all important.” The incentives or opportunities are listed below:

- Flextime or flexible hours
- On-the-job training
- Childcare assistance (such as financial assistance or care at work)
- Improved healthcare benefits
- Tuition assistance for dependents attending another university
- Tuition assistance for dependents attending a nearby community college or technical school

Figures 12a and 12b (following pages) show responses to the statements above. Figure 12a shows that more than half of FHSU UPS and State UPS Employees consider “flextime or flexible hours,” “improved healthcare benefits,” and “on-the-job training” as “very important” or “extremely important.”

Figure 12a: Incentives or Opportunities

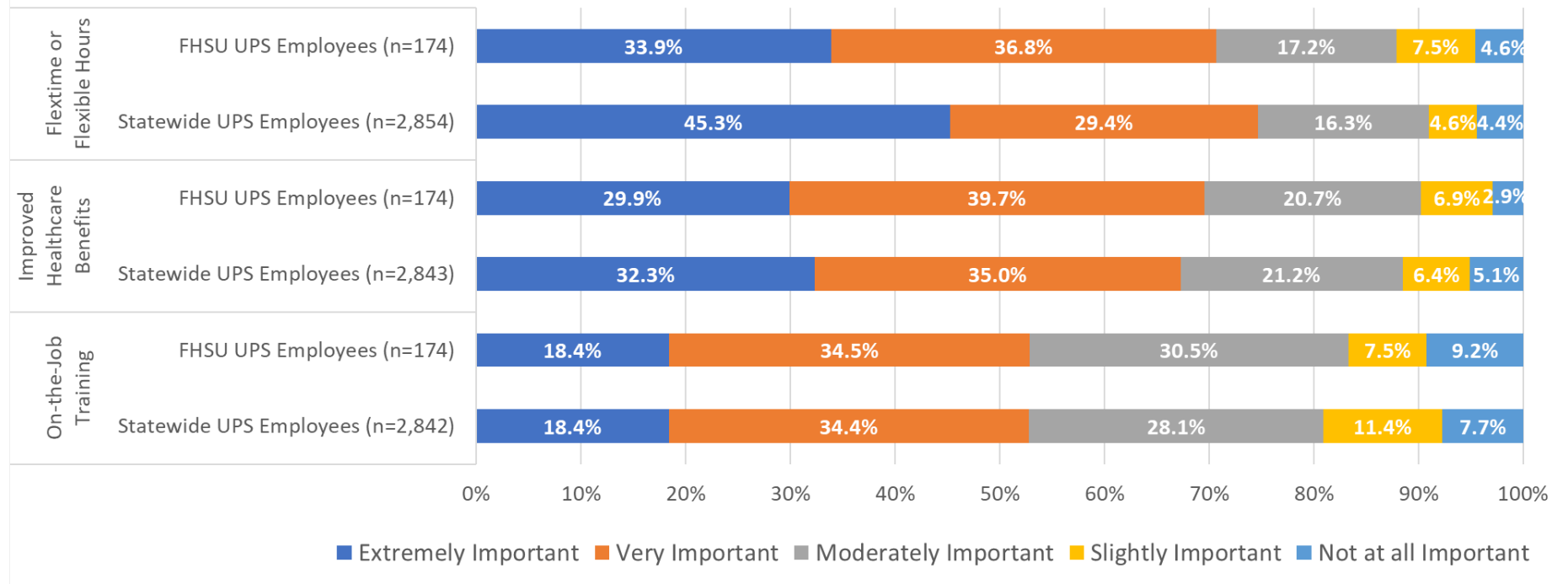
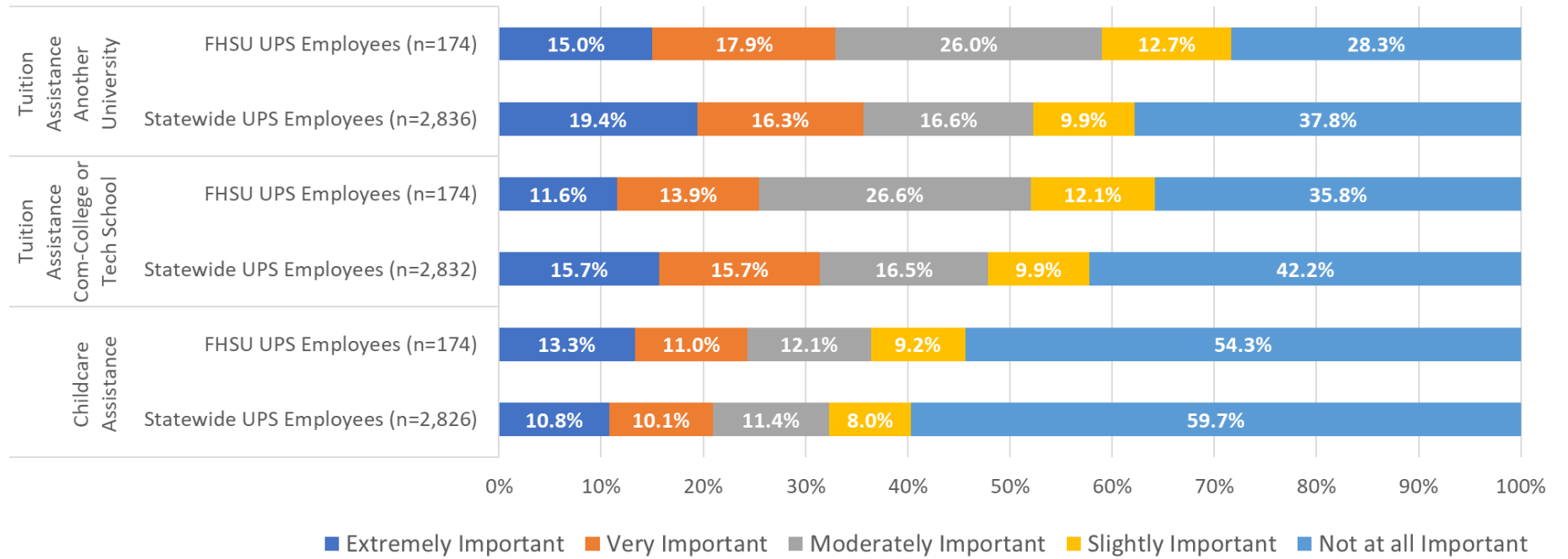


Figure 12b: Incentives or Opportunities (Continued)



Respondents were asked to provide another incentive in a text box. Table 4 shows comments collapsed into 14 categories, ranged by Statewide UPS Employees. (NOTE: Some respondents provided more than one incentive or opportunity. The categories below show the first incentive/opportunity listed.) Appendix C shows all responses from FHSU UPS Employees.

Table 4: Additional Incentives or Opportunities (Categories)

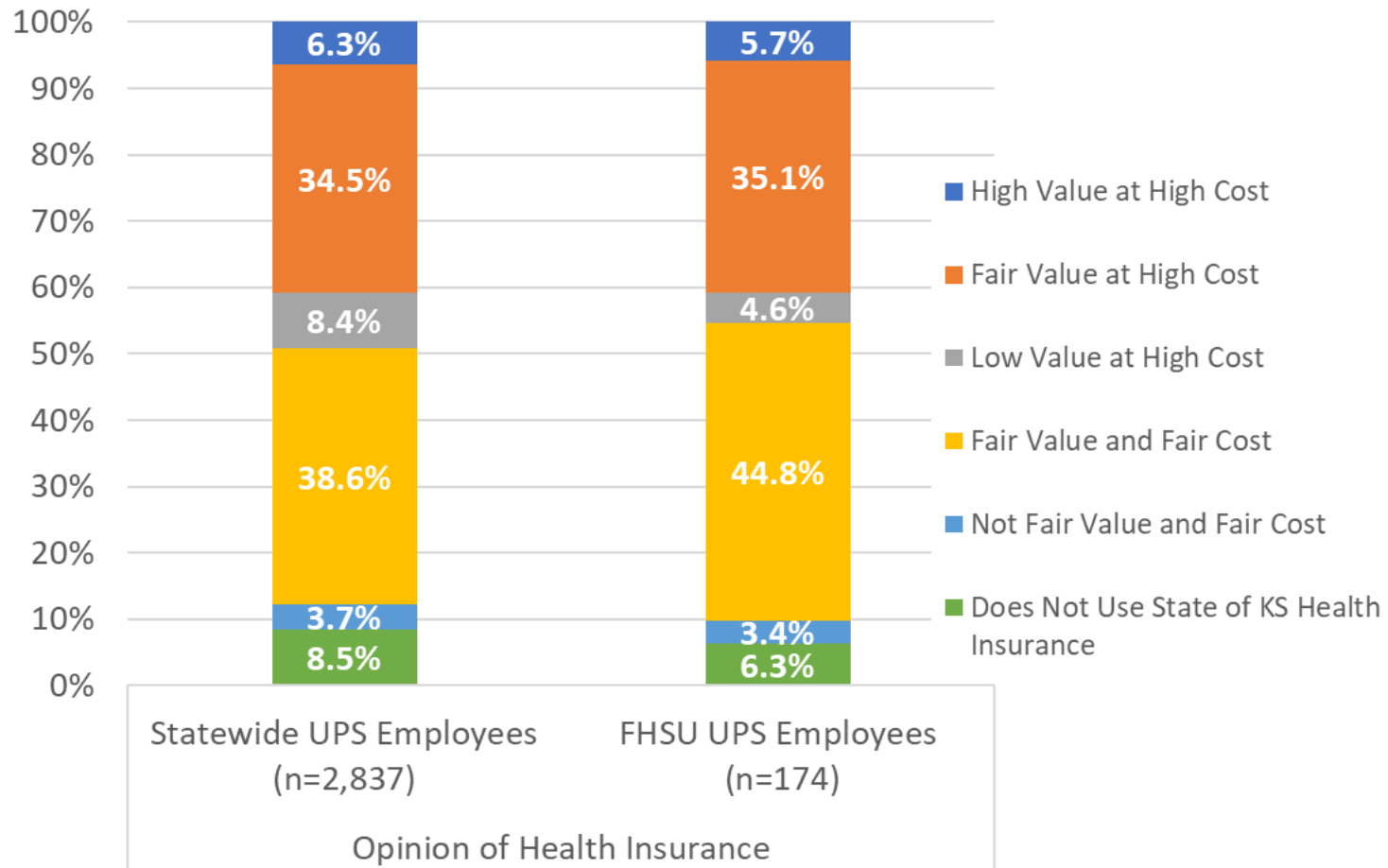
	Statewide UPS Employees		FHSU UPS Employees	
	Freq.	Percent	Freq.	Percent
Remote work, hybrid work, equipment for remote work	167	24.9	7	26.9
Tuition assistance, more opportunities to receive/use tuition assistance	139	20.7	1	3.8
Wage increases, livable wages, cost of living increases	61	9.1	6	23.1
Adequate staffing/resources, improved work environment/management	48	7.2	1	3.8
Free parking, access to pool, exercise & recreation facilities, gift cards	43	6.4		-
Merit pay, cost of living increases, longevity bonus	41	6.1	4	15.4
Support for better work-life balance, appropriate workload, PTO, adequate time off	41	6.1	2	7.7
Improved primary, mental, dental benefits/coverage, more affordable	26	3.9		-
Support for/time off for professional development	26	3.9	1	3.8
Flexible schedule/hours/days, four-day workweek	24	3.6	2	7.7
Childcare assistance, parental leave, dependent care, funeral leave	18	2.7		-
Improved retirement packages, retirement incentives	15	2.2	1	3.8
Opportunities for advancement/merit and transparency about process	12	1.8	1	3.8
Other comment	10	1.5		-
Total	671	100	26	100

Respondents were next asked to respond to the statement “with regard to your health insurance through the State of Kansas, which of the following statements MOST applies to you.” The following items were provided:

- I'm receiving high value at high cost
- I'm receiving fair value at high cost
- I'm receiving low value at high cost
- I'm receiving fair values at fair cost
- I'm not receiving fair value at a fair cost
- I don't use the State of Kansas Health Insurance

Figure 13 (next page) shows that the single largest percentage of both groups rate it as “fair value and fair cost” at 38.6% among Statewide UPS Employees and 44.8% among FHSU UPS Employees. About 35% of both groups report receiving “fair value at high cost.”

Figure 13: Opinions about Health Insurance



Budget Limitation Impacts

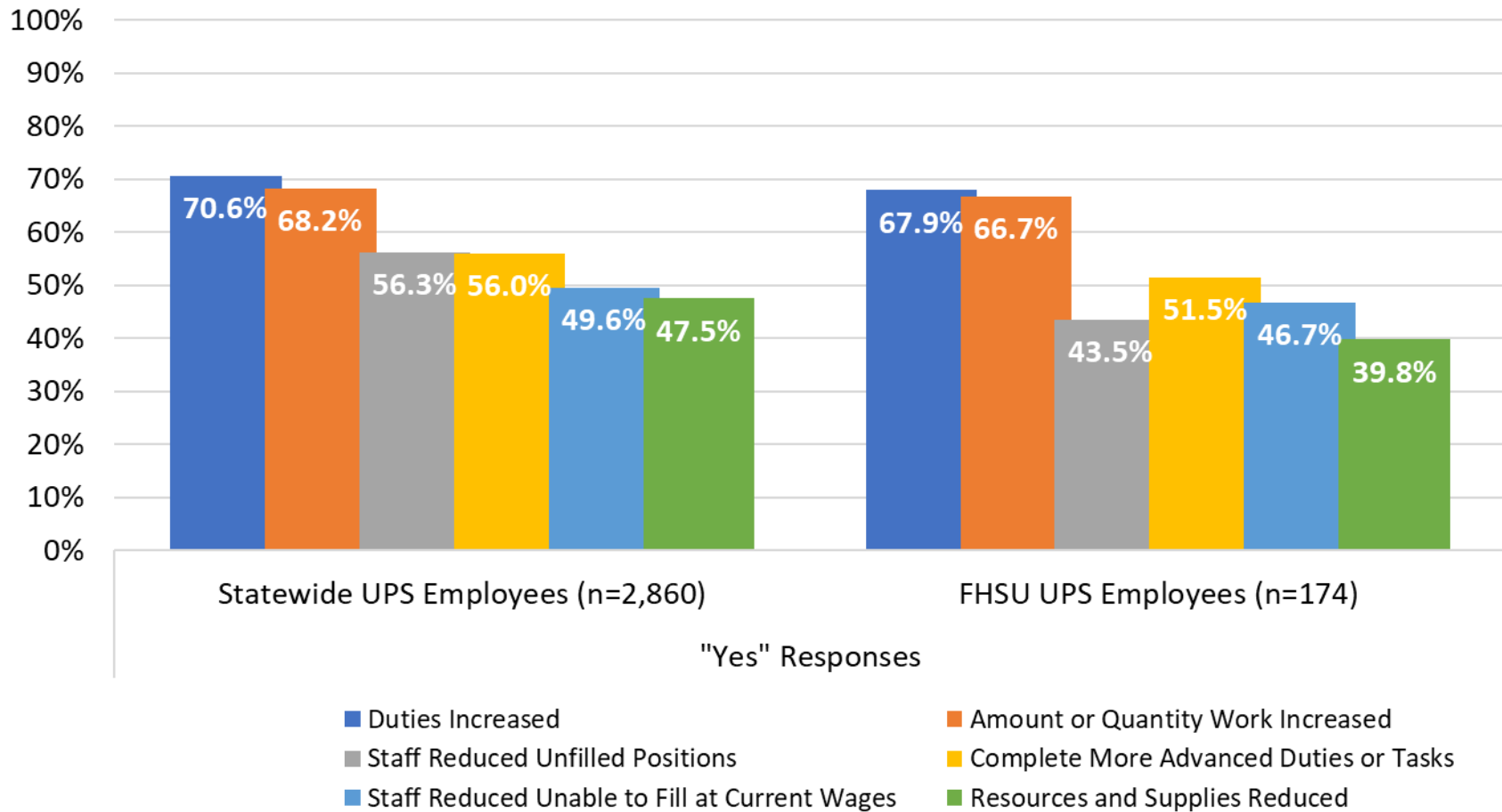
This section of the report addresses opinions about the impacts of budget limitations. Respondents were presented with the following question and statement: “Have budget limitations impacted your job? If so, please mark all the areas below that have been impacted by budget limitations.”

Respondents were then presented with a table containing the items below and asked to select “yes” or “no” to each.

- My amount or quantity of my work has increased
- My duties have increased
- I now complete more advanced level duties/tasks
- Our staff has been reduced because of unfilled positions
- Our staff has been reduced because we are unable to fill open positions at current salary/wage levels
- Resources and supplies have been reduced
- None of the above

Figure 14 (next page) shows that more than 60% of both groups report that budget limitations have led to an increase in duties and an increase in the quantity of work. A larger percentage of Statewide UPS Employees (56.3%) than FHSU UPS Employees (43.5%) report that budget limitations have led to staff reductions due to positions remaining unfilled.

Figure 14: Opinions about Budget Limitation Impacts

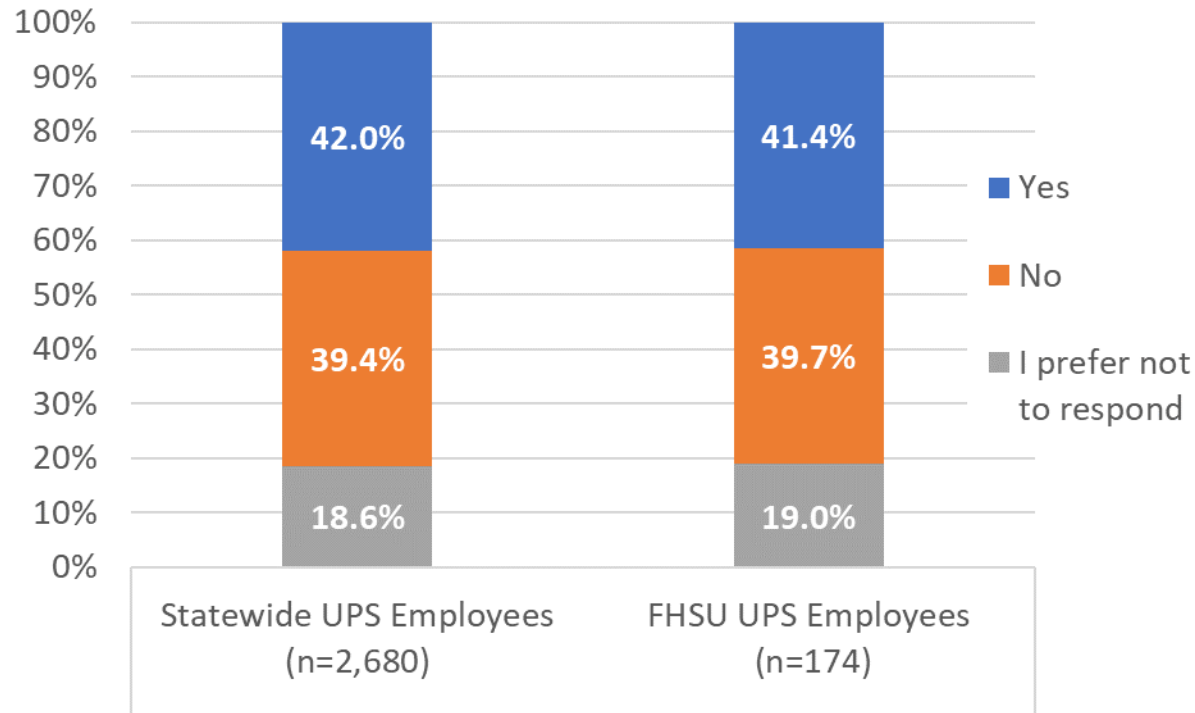


Different Job

Respondents were asked “are you currently looking for a different job or have you looked for a new job in the past year or so?”

Figure 15 below shows that about the same percentages of FHSU UPS Employees (41.4%) and Statewide UPS Employees (42%) report looking for a different job within the past year or so. Notable percentages of both groups preferred not to respond to this question.

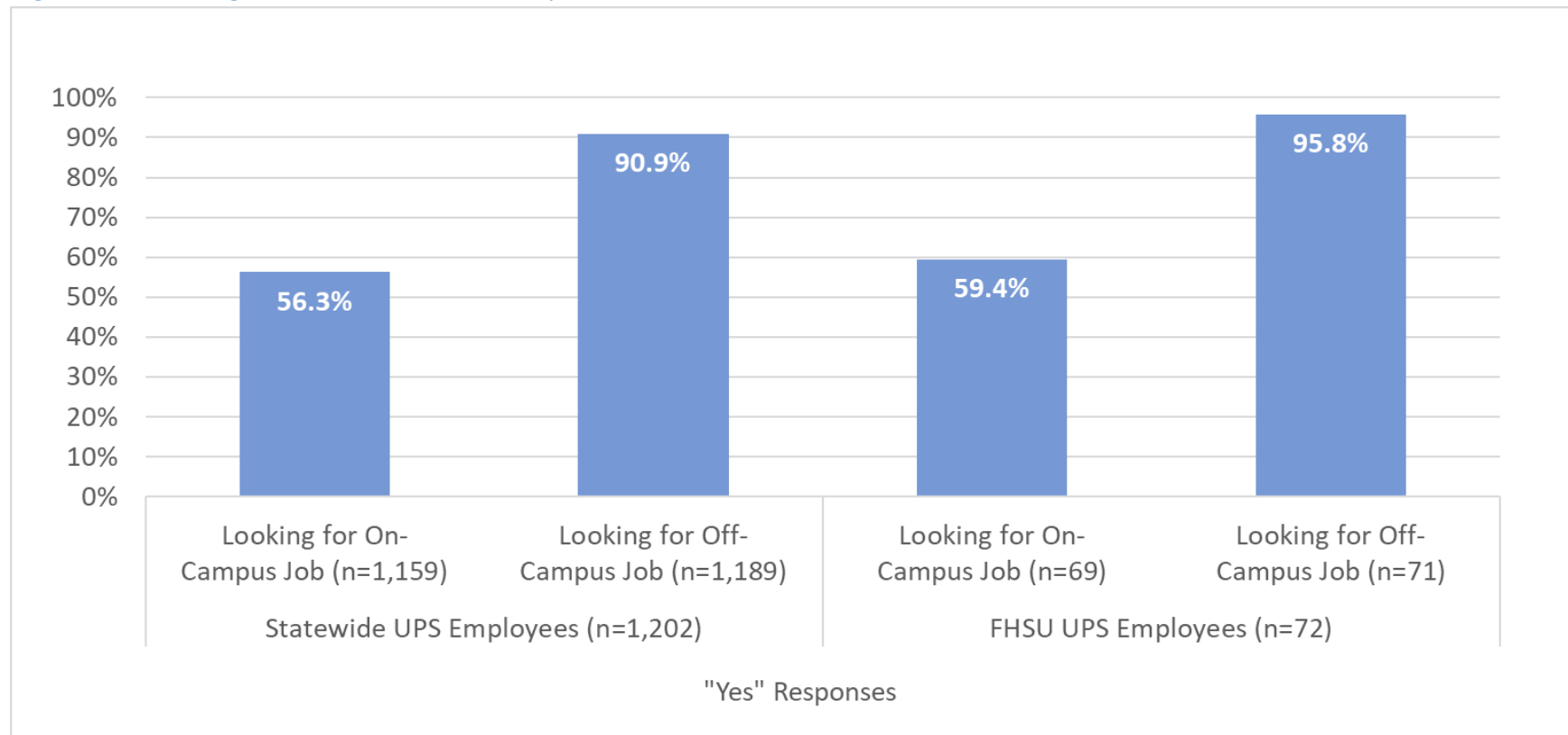
Figure 15: Looking for Different Job



Respondents who answered “yes” to the question “are you currently looking for a different job or have you looked for a new job in the past year or so” were asked two questions: “are you looking for an on-campus job” and “are you looking for an off-campus job.”

Figure 16 shows that, of those looking for a different job, 56.3% of Statewide UPS Employees and 59.4% of FHSU UPS Employees report that they are interested in other on-campus employment, and in response to a separate question, 90.9% and 95.8% (Statewide and FHSU, respectively) report being interested in off-campus employment.

Figure 16: Looking for On- and/or Off-Campus Job



Finally, respondents were asked if they had any other comments they would like to add. Table 5 shows responses collapsed into 16 categories, ranked by Statewide UPS Employees. (NOTE: Many respondents provided more than comment. The categories below show the first listed.) Appendix D shows all responses from FHSU UPS Employees.

Table 5: Additional Comments

	Statewide UPS Employees		FHSU UPS Employees	
	Freq.	Percent	Freq.	Percent
Wage increases, wage equity, cost of living adjustments, merit pay, bonuses	151	19.4	10	19.2
Leadership/management unresponsive, unsupportive, untrusted, micromanage	93	12.0	7	13.5
Generalized frustration/low morale expressed	88	11.3	8	15.4
Understaffed, under-resourced, overworked, and overloaded	78	10.0	4	7.7
Favorable comments about university employment, supervisor, coworkers	70	9.0	5	9.6
Tuition assistance, health insurance, childcare, parking	52	6.7		-
Wages should better match skills, output, and/or loyalty/longevity	45	5.8	3	5.8
Considering retirement or new job	41	5.3	8	15.4
Top heavy administration, wage increases go to top. favoritism regarding departments	28	3.6	2	3.8
Positive comments about survey/participation	26	3.3	1	1.9
Kansas Legislature imprudent/unsupportive	23	3.0		-
Opportunities for advancement are lacking	23	3.0	2	3.8
More flexibility in work hours and locations (remote/hybrid)	21	2.7	2	3.8
Critique of survey, recommendations for survey/analysis	14	1.8		-
Other comment	14	1.8		-
Pessimism expressed regarding the use of survey findings	10	1.3		-
Total	777	100	52	100

Appendix A: Additional High Importance Items

- #1 above is important because with holding open positions due to budget this puts more work on existing staff, and I feel we need to be compensated to a certain degree.
- #1 Work - Life Balance. With my work load I must take work home, work on weekends, holidays, etc. just to keep up. This is what I have to do and it feels like it is expected of me for the sake of the students. Additional work-load and more expectations have been added with no compensation. I have to work more than 40 hours a week so I should be compensated for that. #2 Work Environment -- I don't feel appreciated for the work I do when an Upper-Level Administrator says "be thankful you have a job because the other universities are cutting jobs".
- A culture that demonstrates genuine support for employees
- Ability to make suggestions and know that those ideas are valued and will be considered.
- Acceptance and Belonging to a team of people who support one another.
- Amount of time 45 hours+ spent working
- Appreciation and respect for your years of knowledge and expertise.
- Appreciation for physical plant laborers not just for the secretaries.
- Autonomy, the ability to work on different projects that may not be clearly directed to my main responsibilities, flexible scheduling (remote + in-person)
- Clear direction and goals of my position, and how that direction and those goals align with the overall mission of the university
- Collegiality and general work environment.
- Communication from top down
- Culture of the organization is the most important - above anything else
- FHSU Employee Tuition Assistance Program
- Flexibility and comfortability with boss and co-workers
- Flexibility in how and when I accomplish my work would actually be #2
- Flexibility in work schedule or work location
- flexibility of where we work (on-campus or online from home)
- Flexible work. We have shown in the times of a pandemic, most are able to do their jobs remotely.
- Good working environment.
- Healthy work environment

- I think to be an employee of FHSU after [many] years of service as a student and full-time staff and only make [wage] an hour as a [position] of [multiple] departments is not the proper compensation.
- I wish we would have training when transferring to a new position. I have little to none and I am unsure of what needs to be done. Then it takes me forever to find a answer regarding what I am needing help with.
- If we do not get a 5% raise or merit could we please continue to get surprised days off. Some of the people are not applying for our jobs due to the amount of wages that we are offering. Childcare and more flexible scheduling would help us in custodial complete with others in our field of work. The surprise days off helped raise morale. Thank you, President Mason for the days off.
- Inclusion in a division of mixed professions (our team is a mixture of staff, specialists, and faculty).
- Job satisfaction
- Job Security Supervisor's ability to understand and support what I do when making decisions for our office.
- More than Recognition - Respect for the work that I and my team do
- My input for decisions that directly affect my job/office.
- Not having "cliques" almost everywhere on campus is like being back in high school. People are not all treated the same, it kind of boils down to who you know and if you are a man. If you know the right people it doesn't matter how hard you work or lack there of. Also if you are a man there are a bunch more opportunities I have never seen a woman in maintenance or grounds.
- Opportunities for equal advancement.
- Opportunity for advancement flexibility work schedules remote work possibilities
- Opportunity to engage in discussion and thought with leaders regarding area of expertise, rather than decisions being handed down to follow. More collaboration and appreciation for input. Upper leadership engaging in casual conversation with staff Flexibility in job performance options - remote work
- Positive work environment
- Positive, supportive, collegial work environment with open communication channels
- Possibility of remote work.
- Quality of benefits such as health insurance.
- Quality of the recognition is important. Sometimes the recognition seems 'plastic'.
- Remote work Daycare and summer daycare on campus
- Respect and appreciation
- Respect from colleagues.
- Respect from university administration

- Respectful work environment
- Software systems that work. Reasonable expectations for workload.
- Strong overall organizational structure and systems that allow for efficient and forward-thinking practices...a strong cohesive culture is the foundation upon which everything else rests. I'm less concerned about my individual self than I am the overall health of the culture for all. One begets the other.
- Team morale
- The environment I work in and the morale amongst the staff.
- Valued for history and perspective on how to improve processes and enact change
- Work environment
- Work environment to include office budget and workspace in addition to support from department and administration.
- Work from home flexibility
- Work-Life Balance
- Work-life balance Ability to work from home and set hours within the constraints of a 40 hour work week
- Working with competent staff and knowing we share progressive goals for our campus.
- Workplace atmosphere

Appendix B: Additional Job Satisfaction Items/Issues

- Being a visionary person is hard when others lack the vision to inspire and create new options. It is much easier to remain the same rather than take a chance and explore new ideas.
- Burnout from overbearing workload is difficult to handle some days. We don't have enough staff in our department to handle day to day tasks.
- Communication is siloed. The University has also had a niche of providing excellent customer service to our students. Unfortunately, with the new ERP, that degree of customized service has depreciated due to the lack of communication across all lines of employees.
- Doing more with less has pushed the university to the limits and staffing morale is at an all-time low. We need more people to do the work that is required and we need to be paid fairly for the work we do and not have it decided by people outside of our unit that have no idea the work we do.
- Due to budget cuts, I am doing the work of two people with no increase in pay and very little support from my direct supervisor. I would accept a pay cut if it meant receiving help in the office. The workload is extreme and the side effects of stress are very real. It's a good thing I love what I do. Even if I wanted to get another job to have a second income, there is no way possible at this point with doing the work of two people.
- HR and Business Office do not provide adequate information or assistance with certain aspects of my job duties i.e., evaluations, WorkDay procedures, etc.
- I am drowning in workload. New requests keep coming in when I don't have time to finish the work currently assigned to me. Some of us are dedicated and happy to help out in any way to better the university. We will gladly jump in and help others or take on extra projects when needed. But we have peers that get paid and do little to no work or they complain about helping others or taking on other responsibilities when their normal workload is so little they have lots of extra time on their hands.
- I am extremely concerned with the low pay for UPS employees compared to other locations in Hays. I am also very worried that we will see yet no pay increase for the third year in a row. As someone raising a family in this area, it's becoming increasingly difficult to pay our mortgage and have enough money to eat and take care of ourselves.
- I am fortunate to work with an amazing team that is supportive of each other. The university has lost many hard working, dedicated employees because of lack of support from supervisors and administration. Salary is not the sole reason (nor even a reason at all, in some cases) that people are leaving FHSU. Employees want to feel cared about and know their work matters. FHSU had this type of culture in the past, but it seems to have been forgotten. Too much emphasis is placed on establishing strategic plan goals and almost no thought is given to taking care of --- and thus, getting buy-in from -- the people who can help the university achieve those goals. We need to recognize that employees are the university's greatest asset.

- I do not have a fair chance at remote work even though it was shown to be effective during the pandemic.
- I feel like I have to much to do and little time to do it in. I am unsure half of the time if I am doing things correctly. That really scares me because I feel like I should be confident and not always unsure of the duties I am performing at work.
- I feel strongly about the extreme staffing shortage in my department. We are grossly understaffed and upper management of our department fail to notice the importance of fulfilling it. In the last couple years the people who have remained are extremely burnt out.
- I feel strongly that Workday Student was a HUGE mistake. (Using Workday for HR and other business functions is fine, but keeping student data and enrollment management is a completely different story.) It has made doing many jobs much harder and more time-consuming. I have not come across one single student who appreciates or even likes the Workday system. It was not designed for collegiate application and we should have left it behind like the other universities/colleges that started the switch. Some jobs have become almost impossible with the implementation of Workday. This is by no means an exaggeration.
- I feel that with the uprising of prices of things that not only my salary, but those around me will begin to struggle as time goes on and the price of things go up.
- I love the students, that is the only reason I stay.
- I see a lot of positions not being filled after the early retirement incentive.
- I was teaching supplemental classes which added [amount] to my income. [Recently] one section was taken away as they are not allowing people to teach [multiple] sections. I was not informed of this until [late in the process]. This obviously decreased my pay [substantially] this year. This was handled incorrectly, in my opinion, and the rationale was that there were others that also wanted to teach these classes so they wanted to give others the opportunity. This after there were a few of us who had been teach[ing a number of] sections for several years and I had been receiving excellent course evaluations. Very frustrating to say the least.
- If you are UPS, there is literally NO chance for advancement, unless you apply for a different position. Faculty and program specialists have at least some level of advancement within their positions; e.g., assistant professor>associate professor>professor or program specialist I>program specialist II I am stuck, and will eventually take my years of experience and head elsewhere. I cannot afford to retire at the rate I am paid now.
- Implementation of Workday has brought about high-levels of confusion and difficulty in giving students proper guidance as to their academic progress.
- In general, there is dissatisfaction with pay/workload, and a general perception of lack of direction and chaos. I am personally happy with my salary but am not at all happy with the salaries of support staff writ large. Especially in this climate, if we don't start providing more attractive compensation packages for staff we are definitely, and objectively, I might add, not going to attract people who can improve the disfunction and chaos.

- It feels like the only opportunity for a wage increase is to be hired for another position at the institution with a higher salary. Salary compression for long time employees is tough with new employees coming in at the same or higher salary than long-term employees in jobs with similar duties are receiving
- Like my earlier statement there is sexism involved here and if I were a male I would be in a better position for advancement and to make more money.
- My office substantially has reorganized [multiple times recently], with substantial changes to my job description and job duties. These office-level changes occurred along with university-level changes in advising, records management, massive shifts in office locations, tremendous churn in staffing with the Great Resignation, and the pandemic. That level of change has left me feeling somewhat directionless.
- On your previous items about why morale stayed the same, I just chose one randomly. I believe my morale has stayed the same because I enjoy what I do. I want to help, and I'm good at it.
- Passive-aggressive threats from supervisor; lack of transparency and flat-out dishonesty from supervisor.
- Position has lacked clear support and guidance in priorities. Expectations and tasks have been too broad to achieve adequate success in any given project.
- Salaries - the university's pay for staff positions in comparison to local positions of similar nature is extremely low. Typically most employees are only staying because of the tuition assistance. Many leave after they have benefited from this and no longer need it.
- Salaries in Tech Services are going to have to increase substantially, especially for those employees who have Workday Student experience. You MUST pay people what they are worth, or they will leave.
- Something is better than nothing.
- Staff members positions changing or not meeting expectations and get to continue in their role with less responsibilities (for example: [redacted]). Staff members being able to manifest an exhausting and negative work environment. Salary comparison across the institution especially in the Division of Student Affairs. Work environments divide between Academic Affairs and all other units - especially Student Affairs being required to work nights and weekends and still report 8 AM - 4:30 PM - Faculty come and go as they please - set their own schedule.
- The corruption and nepotism at this university is overwhelming. It doesn't matter how bad someone might be at their job.....they will never get fired. The university is pushing certain "mid-level" salary individuals out (early retirement) in order to hire new individuals at lower salaries. At the same time, those close to the president get large raises, bonuses, and "phased" retirement (keep drawing a salary for doing nothing).
- The pay has fell way behind

- The position I'm currently in offers no room for advancement (you start at Senior level) has not received merit increases for the past several years and pays less than jobs that don't require professional experience, including Walmart and Dillons. There is little incentive to apply to these jobs due to the low wages, lack of advancement, and workload. Frankly, had I seen the type of work I'd be doing over the past several years, I wouldn't have applied or taken the role. It's too much stress for the amount of compensation.
- The university budget does not seem to account for hiring enough staff to cover the scope; particularly, of tending to the area of grounds. There is a plethora of duties and needs requiring attention, but limited dedicated staffing to handle the work in real time, which adds to the frustration and weariness.
- There are no mechanisms in place to get rid of mediocre middle management, even if it's a contributing factor to low morale and job dissatisfaction.
- Travel reimbursement policies are unnecessary restrictive and "cheap" and do not reflect increased costs of travel to employees, unfairly burdening them
- Unable to keep quality staff due to low salaries we pay.
- We have done the same things in our area for the last 23 years so why change now.
- Workloads have increased due to lack of hiring employees. Feel as if it is assumed that even though adding job responsibilities is happening, we should be grateful we have jobs. Additional work loads are being put on employees, but no talk of increasing salaries or bonuses. Decisions about employees' jobs are being made without consulting with current employees.

Appendix C: Additional Incentives or Opportunities

- Ability to occasionally work from home
- Adequate pay for the work I perform.
- Bonus
- Bonuses for staff who deserve them
- Extra assignments should provide extra compensation as they do for full-time faculty members.
- Faculty always have an opportunity for tenure/promotion and staff never do. It would be nice if staff could advance into different pay grades based on their performance, instead of having to stay within the same pay grade because it's normal
- Flexible hours and childcare are two big issues that we could use in our area. Many of our potential new hires in our field do not like that they have to be away from their children during the working hours and the cost of childcare is very high. One person on our team has to use most of his leave time to be able to spend time with his family.
- Honestly, incentives are useless without an adequate wage.
- I am in a 12-month, seemingly all-consuming administrative position, but my training and credentials are academic. I'm always looking to find time to work on a manuscript that I'm hoping to publish with a university press. Between the administrative job, two small children, and a partner with an even more demanding job with a lot of weekend travel, I struggle to fit research and writing in. Would there be a way, even a very small way, to recognize academic research and writing as contributing to a 12-month administrative job? That would be a great incentive for me and for others I know in similar situations.
- I would love more pay that is a huge concern.
- Improved Retirement Benefits
- Incentives are not a problem at the university.....salary is. If I can go elsewhere and make more than double the salary while retaining a similar or better level of incentives then why would I stay. Offering more incentives while keeping salaries as low as possible is just insulting.
- increased pay
- More vacation time per pay period.
- Not at this time
- Opportunities for advancement
- Paid Holiday's & University Breaks (ex. The week off at Christmas or time in the summer.)
- PAY I support folks making up to 70% more yearly AND they cannot do their job without me. I like what I do and prefer not to make a job change, but may need to happen to keep up with the economy.

- Payment for memberships in local organizations and professional organizations
- Remote schedules or opportunities
- Remote work opportunities.
- Remote work strategies
- Salary increases for career related professional development and certifications.
- Some remote work, within reasonable guidelines and depending upon role.
- Tuition assistance for employees (as opposed to their children) attending other colleges if program not offered at FHSU
- Work from home flexibility
- Working from home.

Appendix D: Additional Comments

- An incentive should be Work from Home for employees who use computers in an office. Create an opportunity for people to come in three times a week and work from home two times a week. This is currently being discouraged.
- Another aspect of morale is office space - I work in an old building and very much dislike the physical atmosphere around me. I wish my work was more self-directed vs. directed from above. I would prefer to be able to teach as an adjunct without it being on top of my job - it's all serving the university, right?
- Break down silos at FHSU. Create a centralized enrollment management team - for all modalities. Recognize and invest in retention and recruitment at the same levels - it's just as hard to retain a student as it is to recruit them.
- By not filling positions, it just takes away a job from someone who lives here. Especially when the state already has the money for wages in the budget. High paying jobs that overlap do more harm than not filling low paying jobs, or using that money for bonuses or raises.
- Compensation should be based on the task / workload of the position not on the title of the position as this varies a ton amongst the departments on campus.
- Consideration for a more accessible remote policy or opportunities for specific jobs Decrease work loads of employees to keep good staff members Research market salaries for job categories to bring in good employees and reduce turnover
- Despite what people tried to tell me, the cost of living here is not nearly low enough here to justify the low wage. The cost of living is increasing far faster than our income, so it's no wonder people don't stay. It's not even necessarily because we don't want to, we just can't afford to.
- FHSU is going to have pay Tech Services employees more money - it is that simple.
- FHSU needs to create a climate in which employees feel valued and empowered. The high number of resignations (excluding retirements) speaks loudly. Certainly there are more opportunities available, often with higher salaries, for workers today -- but that is not the sole reason people are leaving. There have always been industries and opportunities that pay better, but people stayed at FHSU because of the CULTURE. Employees were appreciated for their hard work and commitment to the university. It was a culture of caring not only for the students we teach and serve but also one of caring for employees (our greatest asset). Although I believe this is the biggest issue affecting morale, I also think FHSU should examine salaries and better align wages with comparable jobs at other institutions. The cost of living has skyrocketed, but we have not seen increases added to our base for quite some time. If this continues, I believe salary will become one of the main motivators for employees to seek employment elsewhere.
- FHSU needs to think about increasing wages for the lower entry jobs and also think about increases for current employees. We have many jobs open and the pay is what is keeping them open. Also, the current employees that have been here for years or even just a couple of years are feeling the impact of the economy and not getting any pay increase is making them look for additional jobs or

different jobs that pay more. Employers have to adjust when the economy changes. Rewarding your current employees will keep them here longer, thus the turnaround on jobs will decrease.

- Fort Hays State University is a good place to work. We have navigated through challenging times, and yes, there have been some morale issues, but mostly due to circumstances beyond anyone's control. Finding the positives in our jobs and our lives is critical to our daily outlooks and general disposition.
- I am hopeful that this survey will actually make some change happen. So many USS and UPS employees are worried for their future at FHSU.
- I am unhappy with my job right now because I am unsure of a lot of things and the training has been very poor. I am currently looking for another job.
- I believe an evaluation of duties should be done as the prior evaluation did not represent my position accurately. I had only been in the position for a week and my supervisor did not know what the position entailed.
- I feel like my salary is low for being here for [many] years. I love working for FHSU and the department I am in. I have flexibility that some departments on campus don't and I appreciate that especially with having kids. My biggest issue other than salary is the price of insurance just because my husband is on my plan. That is not through FHSU though its just the state plan.
- I just wished that higher people could see the amount of work and time that some of the Sr. Admins put into their jobs. I feel that some of the Sr Admins do more work and have more knowledge about things than the higher up Admins (ex. Dean Admins.) and we get paid less. They think the Sr Admin position should all get paid the same, we all have different workloads.
- I know at least half of the university staff members even some faculty have either businesses or second jobs due to the cost of living and no raises. I also find it unfair that our workload has become more due to just getting rid of a position to "cut cost" how are we to make this campus keep looking good and do extra work when we can't get our regular work done. It's like that saying "you can't squeeze blood out of a turnip" that is what it feels like you are trying to do. I understand that enrollment is down, but there seems to always be some kind of construction or project that is getting money while we are busting our backsides not getting paid what we are worth while working 2 or more jobs to "try" to make a living. I do like working here but I also need to support my family and it is getting hard to do so when everything is going up but our paycheck. Lastly maybe look at certain areas and see that there are things going on behind the scenes that people should be getting written up and even fired instead of giving them 5 or 6 chances to get their act together.
- I love doing the work that I do for the University. I do not believe individuals are compensated well enough for the work that they do. Many positions are pigeon holed into a category and not by what the job duties are. Therefore, you are paid the same amount whether you do more in your department compared to a department where the individuals may only have to answer the phone, emails or turn in a report. The amount of knowledge needed to complete learning how to use many different data entry bases or programs is not looked at as part of that job and not compensated for. These are areas that I believe need to be improved.

- I think Communication is one of our weakest points. There is a lack of communication around our campus. No one seems to know anything that is going on until it happens. There is also a LOT of waste on remodeling and moving departments from one location to another and having to remodel constantly to accommodate for this movement. It is heartbreaking when there are not enough funds for raises nor merit but you see walls, cabinets, counters, etc. being demolished on a day to day basis and reconstruction in areas where it is not needed. A waste of resources for sure! Another weak point is that there doesn't seem to be a long range plan for any aspect. Seems like upper management is flying by the seat of their pants from one day to the other. Today we will do things this way tomorrow we'll do it another way. This year we will do it this way but next year we'll change things up and do it different. We'll move departments around and change who answers to who. I think all of these contribute to poor moral around campus - communication, waste of funds, where people/departments are getting relocated to.
- I think the major issue with morale is no pay increases and no advancement to move up the pay range for staff. We see other jobs at the University get pay raises, but it seems the same type of staff are left out of move to markets. Staff, in general, are overlooked by administration.
- I wish we were more informed about strategic planning as it pertains to personnel decisions, and University financing.
- I would like to reiterate that the morale at FHSU is the lowest I have ever seen it. The administration is either absent or doesn't seem to care, but somehow there was a \$50,000 bonus given to our President when the ground-floor workers can't get a raise for doing more work with an expectation of working during our days off and weekends. I don't feel like this administration has our backs. There are not a lot of job opportunities in western KS, but we should still be respected and treated fairly rather than being told "be grateful you even have a job."
- I would like to see UPS and the remaining USS employees appreciated in recognition and compensation as universities do for faculty. Other duties as assigned have been overused for both employee classifications.
- I would love to not have to find a job off campus to meet the financial income that I need to support my family. Working 40 hours a week, I give 150% to my job but am paid less than if I worked at Walmart or Home Depot. Hourly employees are not allowed to pick up any extra jobs on campus. There are opportunities on campus for part time employment paid through grants and jobs that are currently unfilled. However, if you are salaried you can pick them up but if you are hourly you can't.
- I've noticed that overall morale on campus has been on a downward slope for the last couple of years. We all see other departments or divisions that seem to have unlimited budget or resources for major restructuring, yet others get nothing or have to operate on the bare minimum just to get by (all while being told they need to do more). Lack of campus communication is also a big problem, especially when it comes to departmental reorganizations, staffing changes or terminations. Student employment wage is also another large issue lately, as it is becoming increasingly difficult to attract and retain good employees at such a low wage. The same can be said for certain USS and UPS positions as well. How can we attract employees while offering wages or salaries that are drastically lower compared to

other industries or companies? It bothers me personally to see some positions completely eliminated when they are vacated either due to retirement or resignation. I see this happening in areas that are constantly busy or already overworked/understaffed. How is this method going to help morale when the remaining employees get these additional duties and responsibilities added to their jobs without any raise in compensation? They don't need more added to their plates when its already so full.. They need more help!

- If Fort Hays wants to continue to offer quality education and service to students, the university needs to prioritize increasing pay or reducing workload for those who they won't increase pay for.
- In talking with colleagues across campus I sense moral is low and people are frustrated with decisions from upper administration and in their departments. Some departments seem to get more support financially, department space and recognition, than others which is looked at as being unfair. I commend the staff who have worked long hours on the Workday project, and were given very little additional support/employees to help them in their offices. The stress and anxiety the "worker bees" have felt can easily be seen when you see and talk to them. To this end, while Workday is here to stay, more training and support is needed for those who are not as familiar with the system, but need to use it to perform their jobs and importantly work with students. The same is true for our students who use Workday for enrollment and other functions. This causes frustration and stress. Decisions made by administration are often times slow and those affected may or may not be included in the discussion. This creates anxiety and stress for individuals and departments. It appears some departments or offices are allowed to make hiring and reorganization decisions that don't always follow the HR process. I feel FHSU handled the COVID crisis and pivoting to on-line classes better than any other regent school, or University in general. Working remotely was a smooth process, but I believe some got too comfortable working remotely, and when we transitioned back to campus still chose to work remotely which created challenges for students and others on campus when they needed to reach them. Zoom fatigue was a real thing. As an institution we need to ask ourselves, why morale is low when we provide a great education for our students, have great facilities, great staff, but yet there is frustration. I'm sure there are struggles and frustrations on every campus and I have heard this from colleagues at other universities. I like to think at FHSU we are different and should, as well as can, be a place that everyone is happy to say they are a part of the Tiger family.
- Institutions really need to stop acting like investing in employee salaries is such a burden. Technology services at my institution are struggling to keep people because they're getting recruited by the private sector with better salaries. If institutions weren't spending millions of dollars on athletics or unnecessary technologies (i.e., something we already have a sufficient workflow for), I wouldn't complain. But we continue to under pay the people that maintain these expensive systems while spending way too much money on them. This isn't just my perception. I continue to hear this from people all across my institution, people not working in technology services. I know that the individuals behind this survey don't have any power over this, so I apologize for ranting.
- It seems there is always money for other things on campus. Like building remodels are adding positions in other areas of campus. Never seems to be enough money to compensate university employees in a reasonable manor. When we do get compensated it's a one-time

bonus not a hourly increase in wages. Costs of everything keep going up but out wages have not. I am glad I have employment but it would be nice for wages to keep up with everyday costs such as insurance, gas, utilities etc.

- It is a privilege and honor to work at Fort Hays State University! The pandemic has certainly taught me to be grateful and to not take things for granted. While we aren't perfect and have our own challenges, we are positioned well to continue to be leaders in the state, the region and the world.
- Many employees appreciate the KPERS retirement option over the KBOR. I would like there to be a choice between the two. If this was not an option then to increase the time frame from a previously held position with KPERS benefits increased from 5 years to 10 years.
- Many of the issues with worsening morale in my specific unit of the university directly relate to the hiring of a supervisor who has not been supportive, is a very poor communicator, difficult to approach, does not work to resolve questions, issues & concerns, has exhibited dishonesty, does not show any appreciation for employees, and has not appropriately shared out information up & down communication channels, so that employees like myself are left feeling "in the dark" and without the necessary information to do our jobs effectively. The atmosphere has changed from a supportive, team environment, to one that is the complete opposite, where people no longer want to come to work. Changes in leadership & more dedicated efforts to hire managers/supervisors who are team players with a demonstrated record of effective leadership/supervisory skills would go a long way towards improving morale. I have always loved working at this university and envisioned myself staying here for many years until retirement, however under the direction of the current leadership in my unit, my job satisfaction has been reduced drastically, and stress levels have become so high, that I see my future here as uncertain at this time.
- Morale has SIGNIFICANTLY decreased in the last 18 months. People used to talk in my college about low morale, but I didn't really see it much, now it is glaringly obvious. Our direct leadership (Dean) has no interest in FHSU, his direct reports, or even in doing his actual job. He completely relies on his department chairs, who fortunately are very competent and do care, or else things would be even worse. I don't work directly with anyone else, so my "department" is myself. This means taking time off is hard and never relaxing because it means I'm always behind when I come back. I worked on my maternity leave. There are goals to grow the department I am in, which I am thrilled about, but I don't get any info from my boss, I don't have any help or assistance in growing the department, I'm not even sure if he wants me to do it or if he has other plans for someone else to help in that respect. It is very discouraging.
- People at one time lined up to work here. Now days people laugh at are pay. Don't get me wrong some positions pay well there are a lot that are over-looked.
- Personnel decisions made without receiving input from those affected are also a factor in my current dissatisfaction.
- Physical plant should get the raises and benefits locked in like the faculty gets.
- Recommendations: 1) University policy of requesting an exit interview for all employees. If they refuse it, fine. But why don't we want to know what is making them leave? It seems like this would be useful information. 2) University policy regarding remote work. Leaving it

up to individual supervisors is unnecessarily hard on both supervisors and their employees. Also, we need to keep current. This is one area where we are way behind industry and beginning to be behind a number of universities that established policies in the past few years. There are plenty of samples on the web, from a variety of higher ed institutions. This is an affordable, reasonable way to increase morale and there are safeguards (trial periods, reassessment after 6 months) to protect against workers who would abuse such a policy.

3) Built-in advancement opportunities for staff. If we care about our staff, we need to articulate that with meaningful advancement opportunities. Moreover, organizations save money by keeping productive, trained people compared to hiring new ones repeatedly. Why don't we have increasing levels of rank for staff members? This gap leads ambitious staff to leave for other positions, often at other institutions- taking with them invaluable historical knowledge and years of training and expertise. Sometimes, it feels like we are literally training people for better jobs at bigger schools... and they don't always want to leave; they just don't have opportunities increase rank or salary otherwise.

- Some people here have sideline jobs that they do while they are on the clock. Some people are never given any new tasks and do not have near enough work to do. The pay at some positions is below poverty level. There needs to be a serious market adjustment in many areas. There are way too many VPs and assistant VPs.
- The cover of the Chronicle of Higher Education on January 7, 2022 read "Burnt. Out." Thank you, Docking Institute, for running a survey to quantify this feeling running throughout higher ed.
- The morale in our area is down. Lots of positions open. Wages have not kept up with the cost of living. Employees on the lower end of the pay scale do not have much take home pay after the high cost of insurance and 5% retirement.
- The President at FHSU simply MUST become more engaged, communicative and provide more concrete direction to her senior leadership team. The structure in Student Affairs does not make sense, the recruitment and enrollment management strategies are disconnected, uncommunicated campus-wide, and are not realistic for the trends in higher education. It takes true leadership from the top to get everyone steering the ships in the same direction.
- The remoteness of Hays and the challenges employment here creates for trailing spouses and opposite from children makes consideration of more flexible job arrangements imperative. Many administrative positions can be successfully completed from home or remote locations and utilizing more flexible hour structures. This is the reality in the broader workforce. In so many ways, FHSU has been an innovative university. It has not, however, kept up with changes in the area of employment. Its policies and practices seem inflexible. Frankly, remote work was a growing reality prior to the pandemic. FHSU signals its distrust of its professional staff by being oddly heavy-handed in controlling the employee's environment without accounting for the actual job responsibilities. Higher education is embedding itself in structures which have changed in industry and this worries me. We are likely to have increased difficulty competing for the talent needed to offer a premium educational products and experiences. FHSU is competitive in terms of contributions to retirement,

but this is offset by its below-par pay. The university seems resistant to raising staff and faculty salaries to market levels, even when the money exists to do so.

- The type of work that I perform on a daily basis is far more complex than what the wage shows. With the cost of living and the housing market, advancing my personal life on this current wage is not possible. I will be looking for/taking a different job so I can provide for my family and continue to advance our lives.
- The work environment for those that do not work directly on the main campus is completely different than those that work away from the main campus.
- There are many wonderful benefits to working at the university and it is an honor. Would like to experience more collaboration and engagement to enhance the experience. Not sure if there is a lack of vision but definitely a lack of clarity as to the purpose and expectations of the department.
- There is a "Good 'OI Boys Club" at FHSU!!!!
- There is a lack of funding equity between the campus divisions. Some departments seem to have funding for less than essential purchases, while others do not have basic funding to operate their units,
- Toxic faculty, incompetent leadership (some on all levels, not all), disorganization, lack of communication, and burnout are driving away highly motivated and engaged employees. It is not going unnoticed. I worry our students will start to follow. The best faculty are the ones most likely looking for other jobs. We can't afford to lose them because without them we do not have a lot to offer other than a bargain. This isn't good enough.
- We have lost nearly a quarter of our department largely due to low salaries and readily available remote work opportunities that are available now. It is extremely difficult recruiting new staff members because our salaries are not competitive.
- What is becoming increasingly frustrated is the vibes of team morale, as my coworkers seem to be effected by years of minimal wage increases and added responsibilities, in addition to work place inequities. consistently, work place morale is deteriorating, especially since consequences of the covid pandemic has exacerbated the demands on the limited team. the atmosphere can accumulate toxicity. another, negative aspect of the situation regards a general complacency when it comes to "state workers' way of things" ...which adds to the attitude of good enough for who it's for... and fuels the attitude of exchange.
- While we do not have fewer people, yet, we are losing some extremely knowledgeable, long-term, people to early retirement incentives and I am unsure how all the work will get done while hiring and training someone new.
- With the pandemic and now inflation, we are asked to do more with less. More work with less resources (both financial and human resources). I am aware that Workday is here to stay, but the immediate impact of Workday has increased workloads across campus and decreased attitudes/customer service/morale. I also understand that we are in a budget "crisis" because of enrollment, but staff need to be compensated correctly with cost-of-living increases. I have been on campus for over 10 years and have had multiple conversations

with people who have been with FHSU for longer than I have, and they all agree that this is the worst things have ever been at FHSU....and something needs to change NOW and FAST or else this place will just get worse. We know that we are affordable for students, but we need to be affordable (and attractive) in hiring and keeping staff.

Appendix E: Survey

Email Invitation – 2022 Regent Universities USS-UPS Survey

Hello \${m://FirstName},

As you may know, the Docking Institute of Public Affairs has been asked by University Support Staff (USS) and Unclassified Professional Staff (UPS) representatives from six Regent Universities in Kansas to conduct a short survey of USS and UPS employees. This online survey should take about 10 minutes complete.

The purpose of this survey is to measure USS and UPS employee morale with regard to recognition and appreciation, compensation, workload, job satisfaction, desired incentives, training, budget limitations, and other issues.

A link is provided below. I ask that you complete this survey within a week, so that I may begin data analysis soon. My analysis, and subsequent report(s), will be of grouped data only. Responses from individuals will not be reported nor linked to individual respondents. Your confidentiality is assured.

This survey is also completely voluntary. You are not required to begin nor complete the survey, and you may exit at any time. I will not report who did or did not participate. The survey is for respondents 18 years of age and older. If you are under the age of 18, please do not begin.

If you have any questions, please contact me at 785-628-5563 or mswalker@fhsu.edu.

Follow this link to the Survey: \${l://SurveyLink?d=Take the Survey}

Or copy and paste the URL below into your internet browser: \${l://SurveyURL}

Thank you!

Mike Walker
Docking Institute of Public Affairs and
Department of Sociology
300 Custer Hall
Fort Hays State University

Follow the link to opt out of future emails: \${l://OptOutLink?d=Click here to unsubscribe} *

*If you opt out now, you will be locked out of the survey. Please do not opt out if you plan to finish the survey later. I will send you only one reminder.

2022 Regent Universities USS-UPS Survey Instrument

[Note to Reviewers: Question numbers (e.g., Q1) and values (e.g., (1)) are not visible to survey respondents.]

QIntro The Docking Institute of Public Affairs has been asked to conduct a survey of current University Support Staff (USS) and Unclassified Professional Staff (UPS) employed at Kansas Regent Universities.

Participation in this survey is completely voluntary. You may exit at any time by simply closing your browser. You may skip any question once you begin. Your decision to participate (or to not participate) will have no impact on your employment status.

This survey is also completely confidential. Your responses will be grouped with responses from other respondents. Only grouped data will be analyzed. Individual responses will NOT be attributed to individual respondents. Please do not leave your name or other personal identifiers in the text boxes.

This survey is intended for adults 18 years old or older. If you are not 18, please select "No, I will not participate" below. Select "Yes - I will participate" if you would like to begin the survey. Selecting "Yes - I will participate" is providing your consent to participate.

If you would like to review the IRB-approved consent document before continuing, please select "Review consent document." Then click the Go Forward button.

- Yes, I will participate
- No, I will not participate
- Review consent document

"No, I will not participate" = skip to End of INTRO BLOCK. "Yes, I will participate" = skip to Q1. "Review consent document" = continue to QCONSENT.

QCONSENT

INTRODUCTION

The Docking Institute of Public Affairs supports the practice of protecting human subjects participating in research. You are being asked to participate in a survey. It is your choice whether or not to participate. The following information is provided to help you decide if you would like to participate. You may refuse to begin this survey and not participate in this study. Even if you agree to participate, you are free to withdraw at any time. Withdrawing from this study will result in no negative consequences.

PURPOSE OF THE SURVEY

The purpose of the survey is to provide information which may be used for university policy development or modification. Below are some of the topics we address in this survey:

- Work satisfaction and morale.
- Perceptions of supervisor appreciation.
- Perceptions about wages and benefits.
- Whether respondents have a second job, and why if so.
- Desired incentives, opportunities, and benefits.
- Opinions about State of Kansas health insurance.

PROCEDURES

You are being asked to complete a survey in Qualtrics. We anticipate that completing the survey will take approximately 10 minutes.

RISKS

We do not anticipate any risk to participants. However, if you feel distressed during or after completing the survey, please reach out to your university health center or call FHSU Health and Wellness Services for emotional support:

Health and Wellness Services
Fort Hays State University
Fischli-Wills Center for Student Success
Third Floor, Room 301
(785) 628-4401

BENEFITS

Information gathered may inform university policy regarding employment and benefit faculty and staff at the six universities.

PARTICIPANT CONFIDENTIALITY

The Docking Institute of Public Affairs has a long history of successful data gathering and protecting the identities of survey participants. We have never experienced a data breach, and we follow industry best practices when collecting and storing data. Information gathered will be analyzed at the group level only. Individual survey responses will not be linked to any individual survey respondents, unless (a) it is required by law or university policy, or (b) you give written permission. The former has never been required of the Docking Institute, and the latter has never been requested by the Docking Institute.

WITHDRAWAL

You may stop answering questions at any time without penalty. Any information you have provided prior to withdrawal will be destroyed upon request. Your decision to stop your participation will not affect your employment status.

If you provide information now but change your mind later and wish to not participate, you may request to have your data removed from the data file. Information you provide will be deleted unless the request is made after the information has been deidentified. You will not be penalized in any way for changing your mind.

VOLUNTARY PARTICIPATION

You are not required to agree to this Consent and Authorization form, and you may refuse to do so without affecting your employment status nor any services currently enjoyed at your university.

CONTACT INFORMATION

Questions about the study should be directed to Mike Walker at mwalker@fhsu.edu, 785-628-5563, 300 Custer Hall, Fort Hays State University.

PARTICIPANT CERTIFICATION:

I have read this Consent and Authorization form. I have had the opportunity to ask, and I have received answers to, any questions I had regarding the study. I understand that if I have any additional questions about my rights as a research participant, I may call (785) 628-4349, write the Office of Scholarship and Sponsored Projects (OSSP), Fort Hays State University, 600 Park St., Hays, Kansas 67601, or email irb@fhsu.edu.

I agree to participate in this survey and affirm that I am at least 18 years old and that I have received a copy of this Consent and Authorization form.

Please select "Yes - I will participate" to proceed. Select "No - I will not participate" to exit now. Then click "Go Forward."

- Yes, I will participate
- No, I will not participate

"No, I will not participate" = skip to End of INTRO BLOCK. "Yes, I will participate" = continue to Q1

End of INTRO BLOCK

Thank you for your time.

Please close your browser to exit the survey.

If you would like more information about this survey, please contact Mike Walker at mwalker@fhsu.edu.

If the questions or the process made you feel uneasy or uncomfortable in any way, please call Health and Wellness Services at 785-628-4401 and speak with a counselor.

NOTE TO REVIEWERS: Respondents selecting "No, I will not participate" for either QINTRO or QCONSENT reach this "thank you" statement. They exit the survey before answering any substantive questions.

START OF SURVEY

Q1 For which university are you employed as a USS or UPS employee?

- Emporia State University (1)
- Fort Hays State University (2)
- Kansas State University (3)
- Pittsburg State University (4)
- Wichita State University (5)
- University of Kansas (6)

Q2 How long have you been employed with your current university?

- 0-4 years (1)
 - 5-9 years (2)
 - 10-14 years (3)
 - 15-19 years (4)
 - 20 years or more (5)
-

Q3 To the best of your knowledge, what is your employment classification?

- Unclassified Professional Staff (UPS) - Hourly Wage (1)
- Unclassified Professional Staff (UPS) - Salary (2)
- University Support Staff (USS) - Hourly Wage (3)
- University Support Staff (USS) - Salary (4)
- I don't know (5)

Q4 Please rank the following items from highest to lowest in importance to you.

[Use your mouse to grab an item and move it up or down. **The item of highest importance to you should end up on top (1)**, followed by the second most important item (2), followed by the third most important item (3), and followed by the fourth most important item (4).]

- _____ Recognition for the work you perform (Q4_1)
- _____ Amount of pay or compensation (Q4_2)
- _____ Additional incentives or perks (Q4_3)
- _____ Professional development opportunities (Q4_4)

Q4a Is there another work-related item that you consider to be of *high importance*? If so, please provide that item in the space below.

Q5 How much do you feel your work is appreciated by the following groups/entities?

	My work is unappreciated (1)	My work is moderately appreciated (2)	My work is greatly appreciated (3)	This item does not apply to me/don't know (4)
Your co-workers (Q5a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your immediate supervisor (Q5b)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your department head (Q5c)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
University Administration (Q5d)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customers / Public / Campus Colleagues (Q5e)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6 Generally speaking, how do you rate your morale at work?

- Extremely positive (1)
 - Somewhat positive (2)
 - Neither positive nor negative (3)
 - Somewhat negative (4)
 - Extremely negative (5)
-

Q7 Compared to two years ago, would you say your morale has improved, remained the same, or worsened?

- Improved (1)
 - Remained the Same (2)
 - Worsened (3)
-

Display This Question: If Q7 = Worsened

Q7a Which of the following best describes why your morale has worsened compared to two years ago?

- Salary increases haven't kept up with increased costs (1)
 - Had to take on additional work duties with no/minimal increases in pay (2)
 - Morale of those around me has worsened (3)
 - Layoffs have created uncertainty about the future of my position (4)
-

Display This Question: If Q7 ≠ Worsened

Q7b Which of the following best describes why your morale has improved or remained the same compared to two years ago?

- Salary increases have been adequate (1)
 - My workload has become more reasonable (2)
 - Morale of those around me has improved (3)
 - The future of my position has become less uncertain (4)
-

Q8 How do you rate your salary or hourly wage with regard to the work that you currently perform?

For the work I perform, my wage is...

- Extremely reasonable (1)
 - Reasonable (2)
 - Somewhat reasonable (3)
 - Neither reasonable nor unreasonable (4)
 - Somewhat unreasonable (5)
 - Unreasonable (6)
 - Extremely unreasonable (7)
-

Q9 Do you (yourself) have a second job or other means of income?

Yes (1)

No (2)

Display This Question: If Q9 = No

Q9a Are you considering getting a second job (or considering some other option) to increase your income?

Yes (1)

No (2)

Display This Question: If Q9 = Yes Or Q9a = Yes

Q9b Of the following, which BEST describes the reason you have taken a second job or are considering a second job?

To be able to better provide for family (1)

To help to pay down debt/bills (2)

To be able to have additional discretionary income (i.e., to spend on vacations, upgraded car, etc.) (3)

Display This Question: If Q9 = Yes Or Q9a = Yes

9c You mentioned that you have a second job or that you are considering taking a second job. Regarding your job with the University, which of the following reasons have encouraged you to *remain employed* there?

	Yes (1)	No (2)
I earn a better salary than I would at a comparable private sector job (Q9c1)	<input type="radio"/>	<input type="radio"/>
The stability in employment (Q9c2)	<input type="radio"/>	<input type="radio"/>
I need the health insurance (Q9c3)	<input type="radio"/>	<input type="radio"/>
I need access to the education discounts offered (i.e. tuition waivers) for self/dependents (Q9c4)	<input type="radio"/>	<input type="radio"/>
I am close to retirement age (Q9c5)	<input type="radio"/>	<input type="radio"/>
I want to continue working here to receive maximum retirement benefits (Q9c6)	<input type="radio"/>	<input type="radio"/>
I enjoy the work so much that I remain (Q9c7)	<input type="radio"/>	<input type="radio"/>

Q10 For each statement below, please strongly agree, agree, disagree, or strongly disagree.

	Strongly Agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly Disagree (5)
I enjoy the things I do at work (Q10a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a generally positive work environment (Q10b)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am sufficiently trained to complete my required job duties (Q10c)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a reasonable workload (Q10d)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a fair chance of advancement in my job (Q10e)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a fair chance for future salary or wage increases (Q10f)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10g Do you have another item or issue that you feel strongly about? If so, please use the space below to provide that item or issue.

Q11 Are any of the following incentives or opportunities of interest to you? [These options may or may not be under consideration at your institution, and/or are provided for already.]

	Extremely Important (1)	Very Important (2)	Moderately Important (3)	Slightly Important (4)	Not at all Important (5)
Flex-time or flexible hours (Q11a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-the-job training (Q11b)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Childcare assistance (such as financial assistance or care at work) (Q11c)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved healthcare benefits (Q11d)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tuition assistance for dependents attending another university (Q11e)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tuition assistance for dependents attending a nearby community college or technical school. (Q11f)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Is another incentive important to you? If so, please provide that incentive in the space below.

Q13 With regard to your health insurance through the State of Kansas, which of the following statements MOST applies to you:

- I'm receiving high value at high cost (1)
- I'm receiving fair value at high cost (2)
- I'm receiving low value at high cost (3)
- I'm receiving fair value at fair cost (4)
- I'm not receiving fair value at a fair cost (5)
- I don't use the State of Kansas Health Insurance (6)

Q14 Have budget limitations impacted your job? If so, please mark all of the areas below that have been impacted by budget limitations.

	Yes (1)	No (2)
My amount or quantity of my work has increased (Q14a)	<input type="radio"/>	<input type="radio"/>
My duties have increased (Q14b)	<input type="radio"/>	<input type="radio"/>
I now complete more advanced level duties/tasks (Q14c)	<input type="radio"/>	<input type="radio"/>
Our staff has been reduced because of unfilled positions (Q14d)	<input type="radio"/>	<input type="radio"/>
Our staff has been reduced because we are unable to fill open positions at current salary/wage levels (Q14e)	<input type="radio"/>	<input type="radio"/>
Resources and supplies have been reduced (Q14f)	<input type="radio"/>	<input type="radio"/>
None of the above (Q14g)	<input type="radio"/>	<input type="radio"/>

Q15 Are you currently looking for a different job or have you looked for a new job in the past year or so?

- Yes (1)
 - No (2)
 - I would prefer not to respond (3)
-

Display This Question: If Q15 = Yes

Q15a Please select all that apply for your job search.

	Yes (1)	No (2)
I am looking or have looked for a different ON-campus job (Q15a1)	<input type="radio"/>	<input type="radio"/>
I am looking or have looked for a different job OFF campus (Q15a2)	<input type="radio"/>	<input type="radio"/>

Q16 And finally, do you have any other comments to add? If so, please provide comments below.

FINALIZE: If you are ready to **finalize and submit** your responses, please click on the "**Go Forward**" button below.

REVIEW: If you would like to **review your answers** before submitting the survey, please click on the "**Go Back**" button below.

PREVIEW: If you are simply previewing the survey now for completion later, please **close your browser**. (If you click "go forward" now you will be locked out. Please email Mike Walker at mwalker@fhsu.edu for assistance.)

End of SURVEY

Thank you for completing this survey!

Please close your browser to exit the survey.

If you would like more information about this survey, please contact Mike Walker at mwalker@fhsu.edu.

If the questions or the process made you feel uneasy or uncomfortable in any way, please call Health and Wellness Services at 785-628-4401 and speak with a counselor.

