2022 UNC System Employee Engagement Survey

Summary of Results

Western Carolina University

UNC System Strategic Plan – Human Capital

- Goal:
  - The University will systematically focus on recruitment, retention, and development of the most talented and diverse workforce possible at all levels over the next five years.

- Metric:
  - Create an implementation plan (including the details of proposed data collection and metrics) to systematically measure — at all levels — engagement, retention, succession planning, and investment in professional development in order to promote System-wide improvements in these areas.

Background

- **2018**
  - Baseline survey administered to all permanent full-time faculty and staff by ModernThink

- **2020**
  - Second survey administered to all permanent full-time faculty and staff in February 2020

- **2022**
  - "Pulse" Survey administered to all permanent full-time faculty and staff in March-April 2022

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2022 Survey Format

o The UNC System utilized a shortened 30 statement version of the survey.

o The pulse version of the survey includes seven new statements and three COVID-19 related statements, as well as 20 statements used in previous iterations.

Survey Overview

- **Survey Elements:**
  - 9 Core Dimensions
  - 27 Belief Statements
  - 3 COVID-19 Related Statements
  - 10 Demographics Questions

- **Rating Scale:**

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
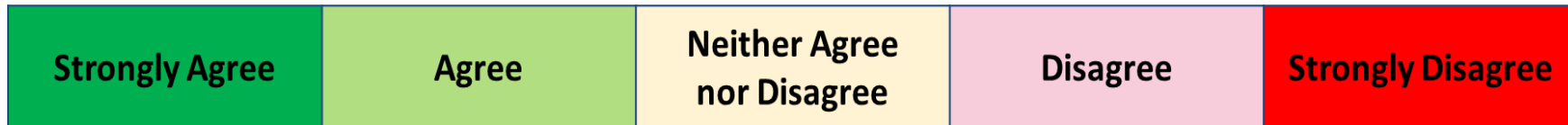
- **Positive Score**
  - Percent of employees selecting Strongly Agree or Agree for a survey item

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Topline Results

Participation Rate

Institution	2020	2022↓
UNC Pembroke	69%	74%
UNC Syst Office	64%	69%
WCU	*62%*	*64%*
UNC Charlotte	62%	55%
UNC Asheville	66%	55%
UNC Greensboro	52%	53%
UNCSA	67%	53%
App State	52%	47%
NC State	57%	45%
East Carolina	51%	43%
NCA&T	71%	43%
UNCW	59%	43%
WSSU	55%	43%
NCCU	35%	42%
ECSU	50%	39%
FSU	54%	38%
UNC Chapel Hill	38%	33%

Positive Response Rate*

Institution	2020	2022↓
ECSU	57%	71%
UNC Pembroke	63%	70%
WCU	*66%*	*68%*
UNC Syst Office	61%	68%
NC State	65%	68%
UNC Charlotte	64%	66%
East Carolina	57%	65%
NCA&T	59%	65%
UNC Chapel Hill	60%	64%
UNCW	61%	63%
FSU	56%	63%
UNC Greensboro	65%	62%
UNCSA	54%	62%
UNC Asheville	55%	61%
WSSU	51%	61%
App State	55%	60%
NCCU	49%	59%

UNC System Avg Participation
▶ **44%**

UNC System Avg Positive Rating
▶ **65%**

WCU Participation Rate
▶ **64%**

WCU Avg Positive Rating
▶ **68%**

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WCU PARTICIPATION RATES BY JOB CATEGORY

Employee Category	2022	2020	2018
Faculty	65%	55%	43%
EHRA Non-Faculty	70%	76%	68%
SHRA	59%	62%	61%

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2022 TOPLINE SURVEY RESULTS – HEAT MAP

Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%	45% - 54%	55% - 64%	65% -74%	75% - 100%

	OVERALL	SHRA	EHRA Non-Faculty	FACULTY
Job Satisfaction/ Support	80%	77%	85%	79%
Faculty & Staff Well-being	72%	74%	79%	65%
Performance Management	56%	53%	64%	56%
Supervisor/Department Chair Effectiveness	76%	74%	80%	76%
Communication & Collaboration	59%	58%	69%	54%
Diversity, Inclusion & Belonging	66%	68%	74%	60%
Mission & Pride	74%	73%	82%	69%
Confidence in Senior Leadership	56%	56%	70%	49%
COVID-19 Response	71%	75%	78%	62%
Survey Average	68%	68%	76%	64%

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2022 TOPLINE SURVEY RESULTS – HEAT MAP BY DIVISION

Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%	45% - 54%	55% - 64%	65% -74%	75% - 100%

	OVERALL	Academic Affairs	Admin & Finance	Advancement	Athletics	Chancellor/ Chief of Staff	Information Technology	Student Affairs
Job Satisfaction/ Support	80%	80%	79%	96%	78%	83%	81%	77%
Faculty & Staff Well-being	72%	69%	75%	89%	74%	87%	73%	76%
Performance Management	56%	55%	59%	61%	52%	68%	57%	56%
Supervisor/Department Chair Effectiveness	76%	78%	74%	79%	72%	86%	79%	71%
Communication & Collaboration	59%	57%	63%	72%	67%	72%	54%	58%
Diversity, Inclusion & Belonging	66%	62%	72%	79%	79%	80%	64%	71%
Mission & Pride	74%	72%	75%	90%	75%	80%	73%	78%
Confidence in Senior Leadership	56%	53%	61%	66%	77%	71%	48%	61%
COVID-19 Response	71%	67%	77%	75%	92%	83%	71%	76%
Survey Average	68%	66%	71%	72%	74%	79%	67%	70%

2022 UNC System Employee Engagement Survey

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Satisfaction Score by Employee Type
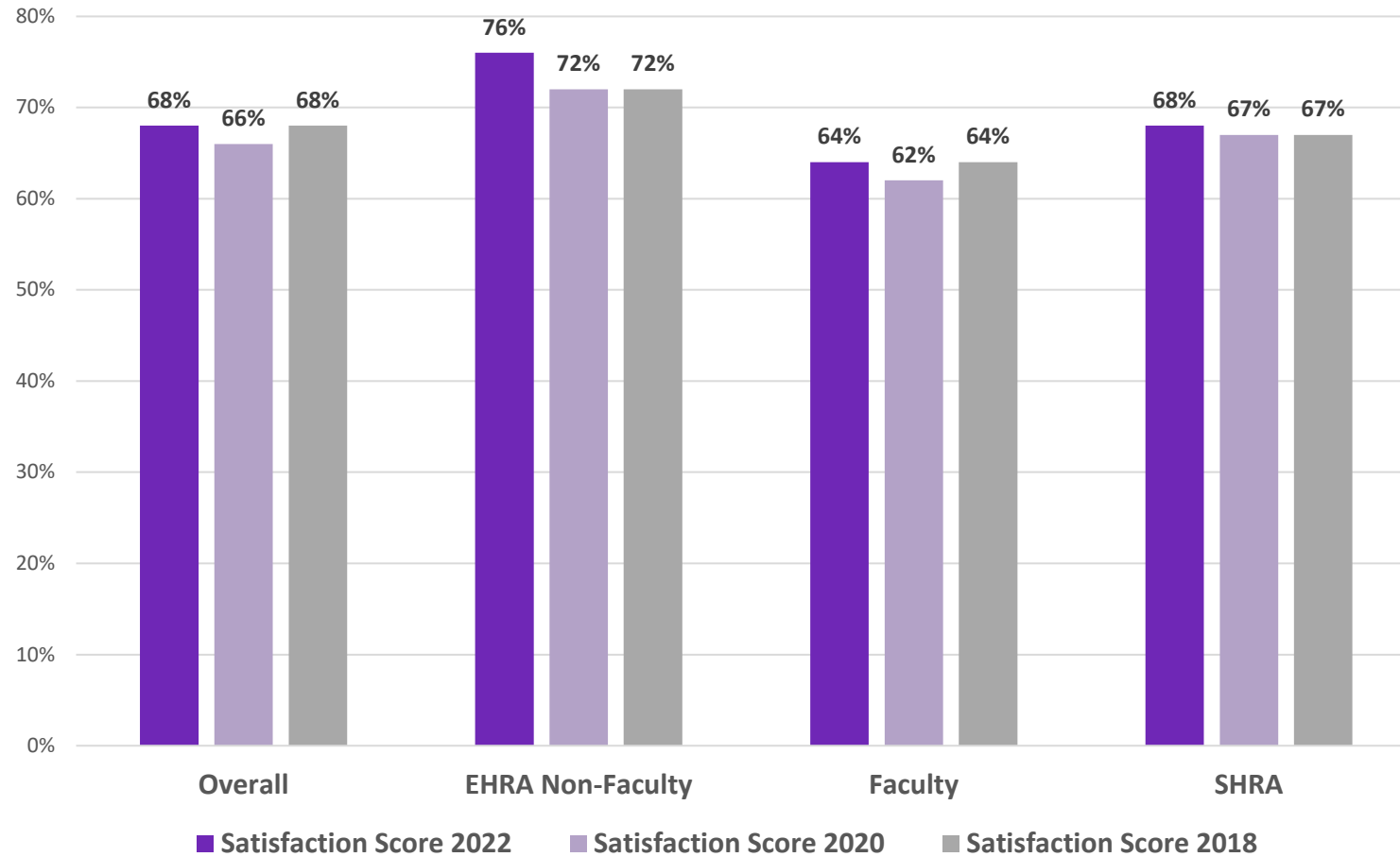
Gender (Overall % Positive)

	2022	2020	2018
Female	70%	69%	70%
Male	72%	66%	69%
Decline to answer	52%	54%	55%
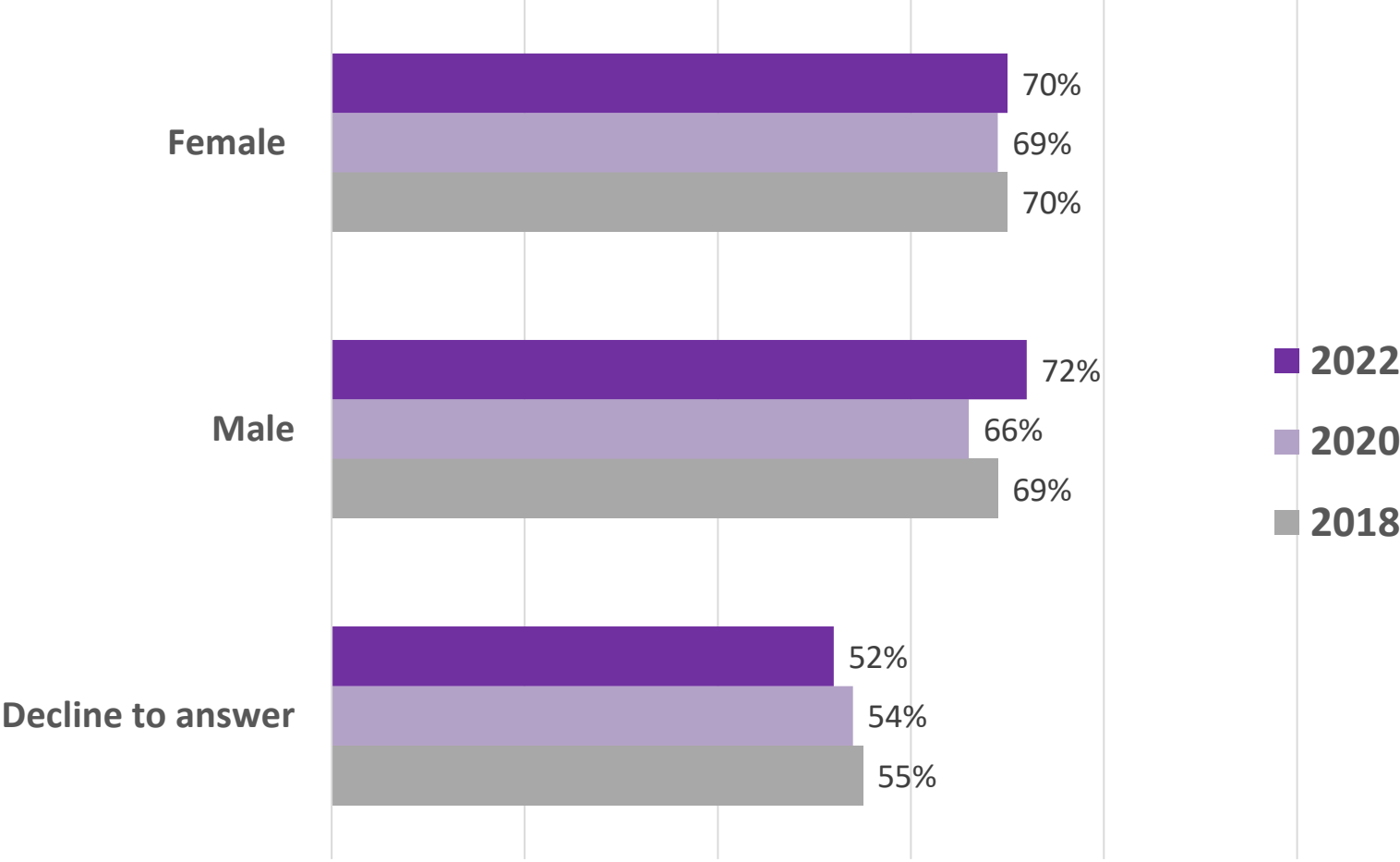
Ethnicity/Race (Overall % Positive)

Legend: 2022, 2020, 2018

- Black or African American: 2022: 73%, 2020: 74%, 2018: 79%
- Asian: 2022: 79%, 2020: 67%, 2018: 72%
- White: 2022: 70%, 2020: 68%, 2018: 69%
- American Indian or Alaska Native: 2022: 88%, 2020: 72%, 2018: 68%
- Hispanic or Latino: 2022: 61%, 2020: 63%, 2018: 66%

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Age (Overall % Positive)

Age	% Positive
< 25	85%
25-29	69%
30-34	68%
35-39	67%
40-44	72%
45-49	69%
50-54	70%
55-59	80%
60-64	73%
65+	76%
Decline to answer	50%

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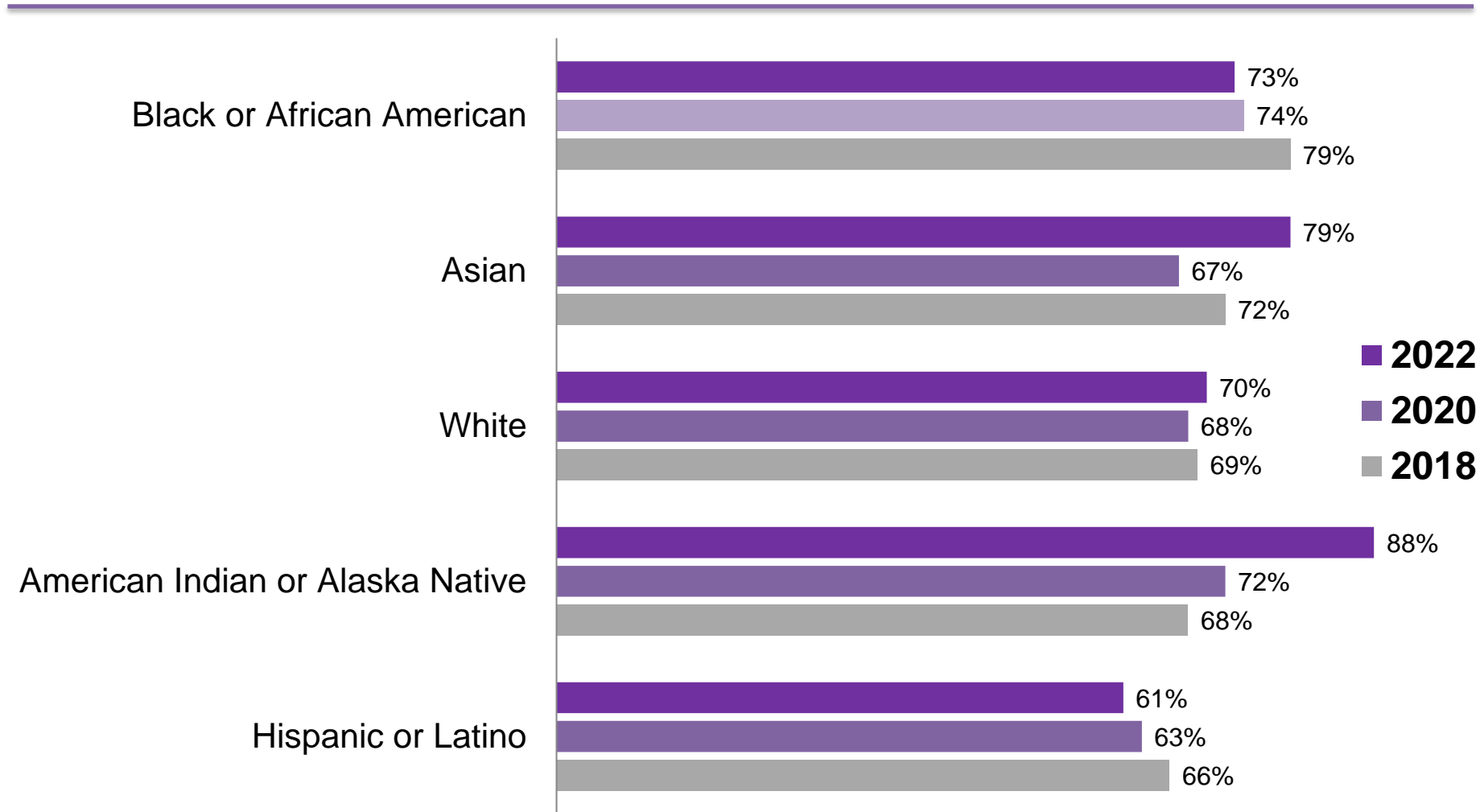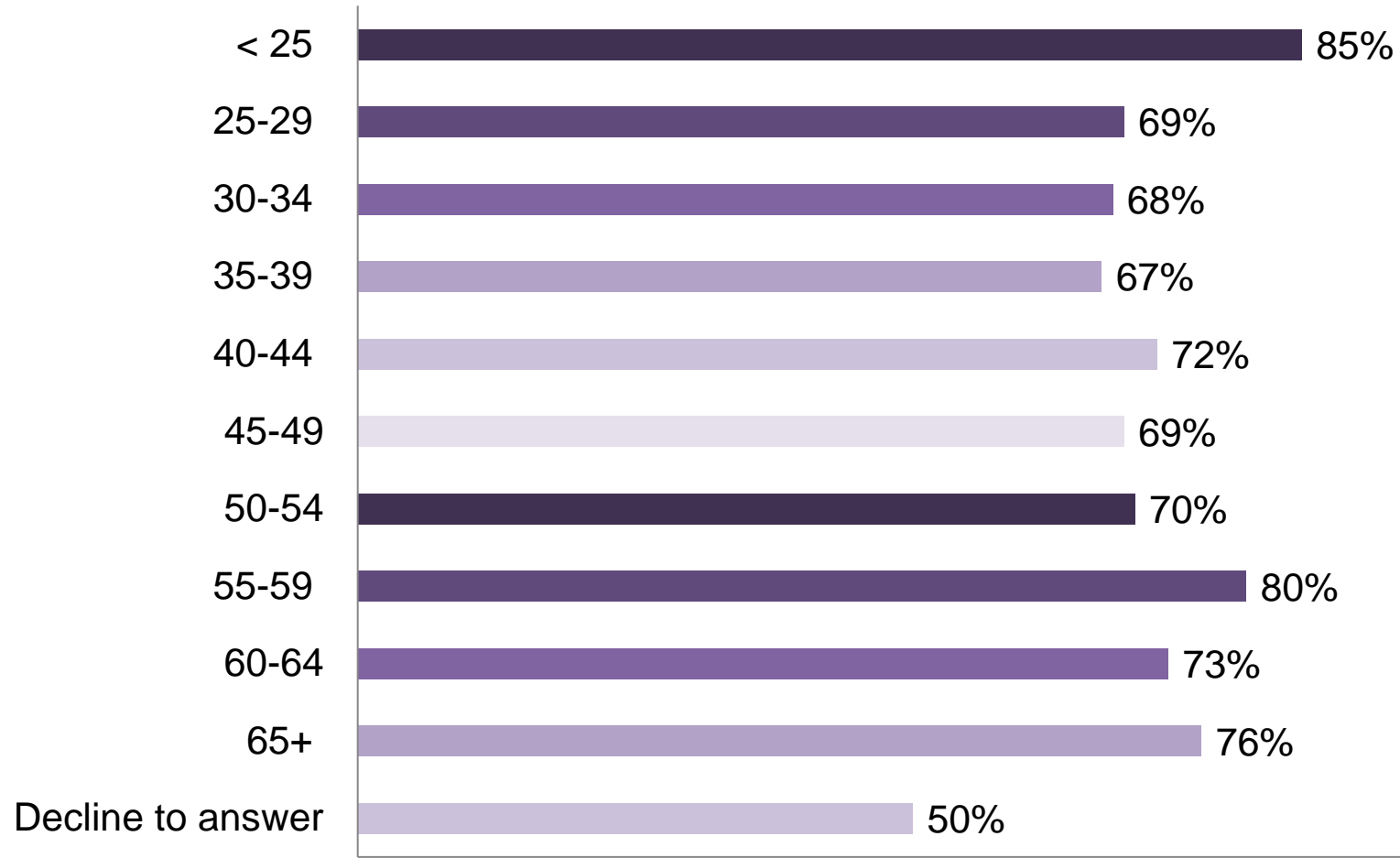
Years at Institution (Overall % Positive)

Category	Percentage
Fewer than 2 years	80%
2-5 years	66%
6-10 years	66%
11-15 years	67%
16 - 20 years	71%
More than 20 years	73%
Decline to Answer	52%

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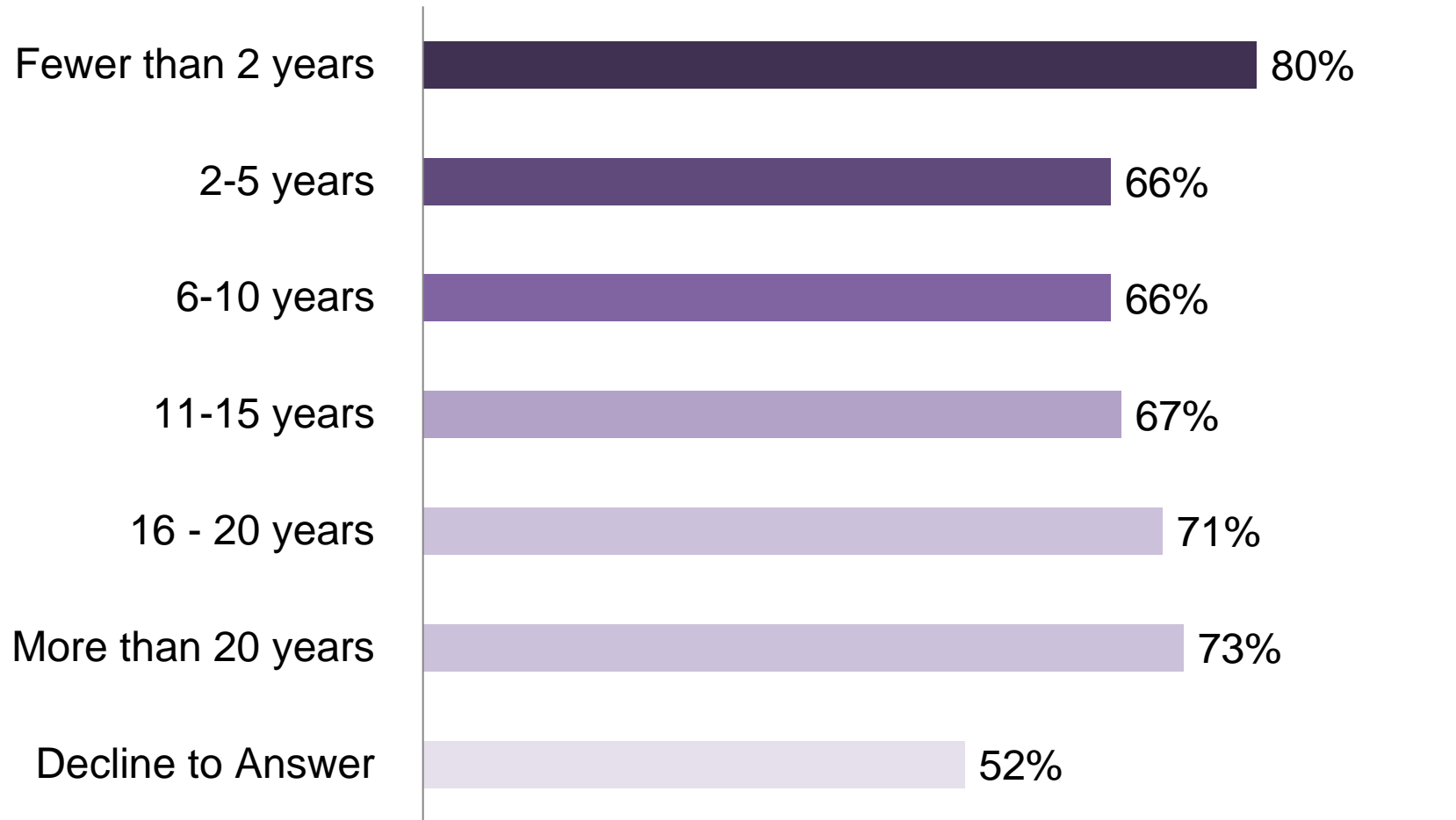
Annual Salary (Overall % Positive)

Salary Range	% Positive
$25,001 to $50,000	69%
$50,001 to $75,000	68%
$75,001 to $100,000	69%
$100,001 to $125,000	77%
$125,001 to $150,000	74%
$150,001 or more	94%
Decline to answer	56%

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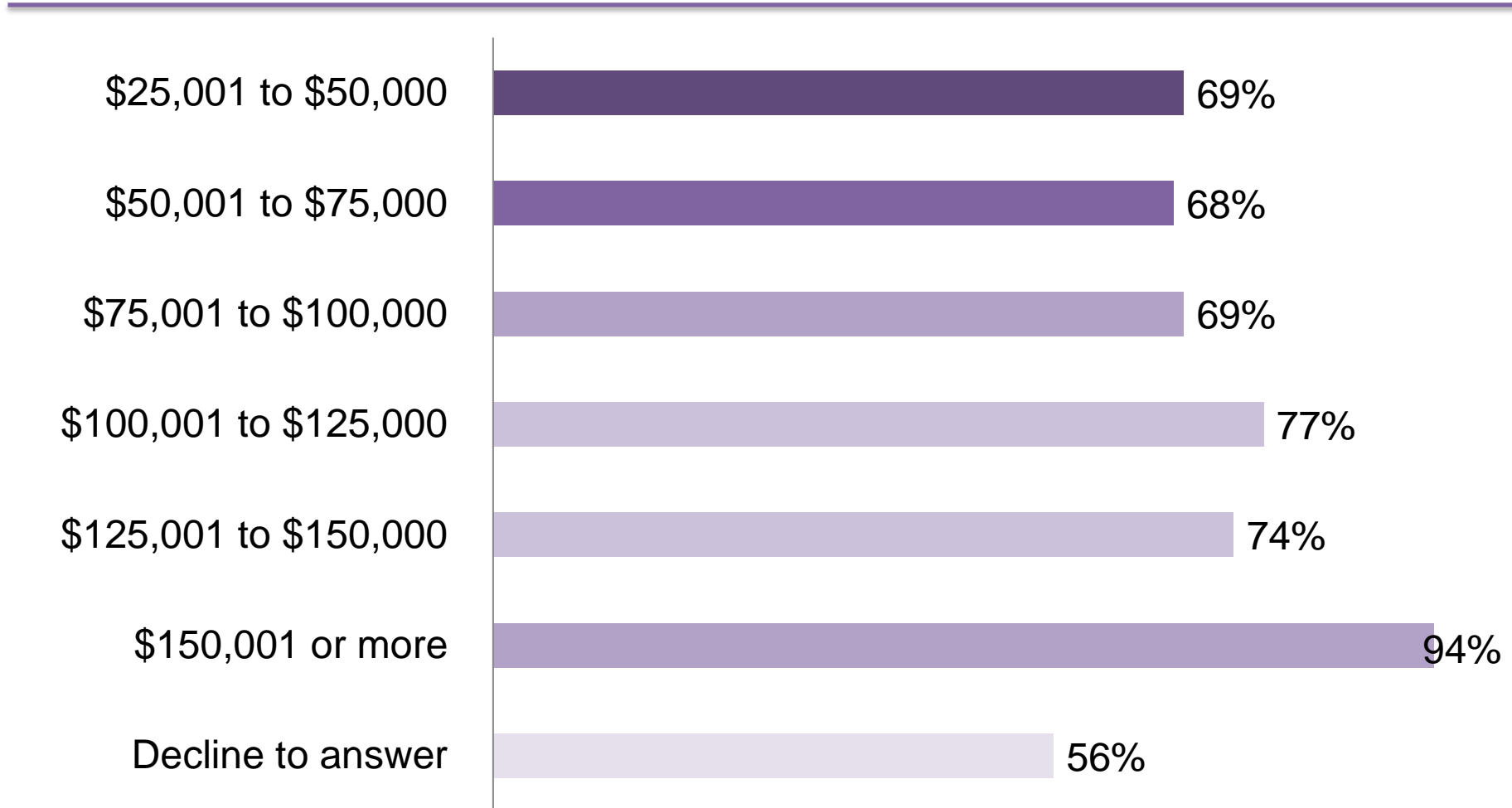
Expect to Stay (Overall % Positive)

Category	Percentage
Fewer than 2 years	48%
2-5 years	66%
6-10 years	74%
11-15 years	78%
16 - 20 years	70%
More than 20 years	82%
Until Retirement	76%
Decline to Answer	55%

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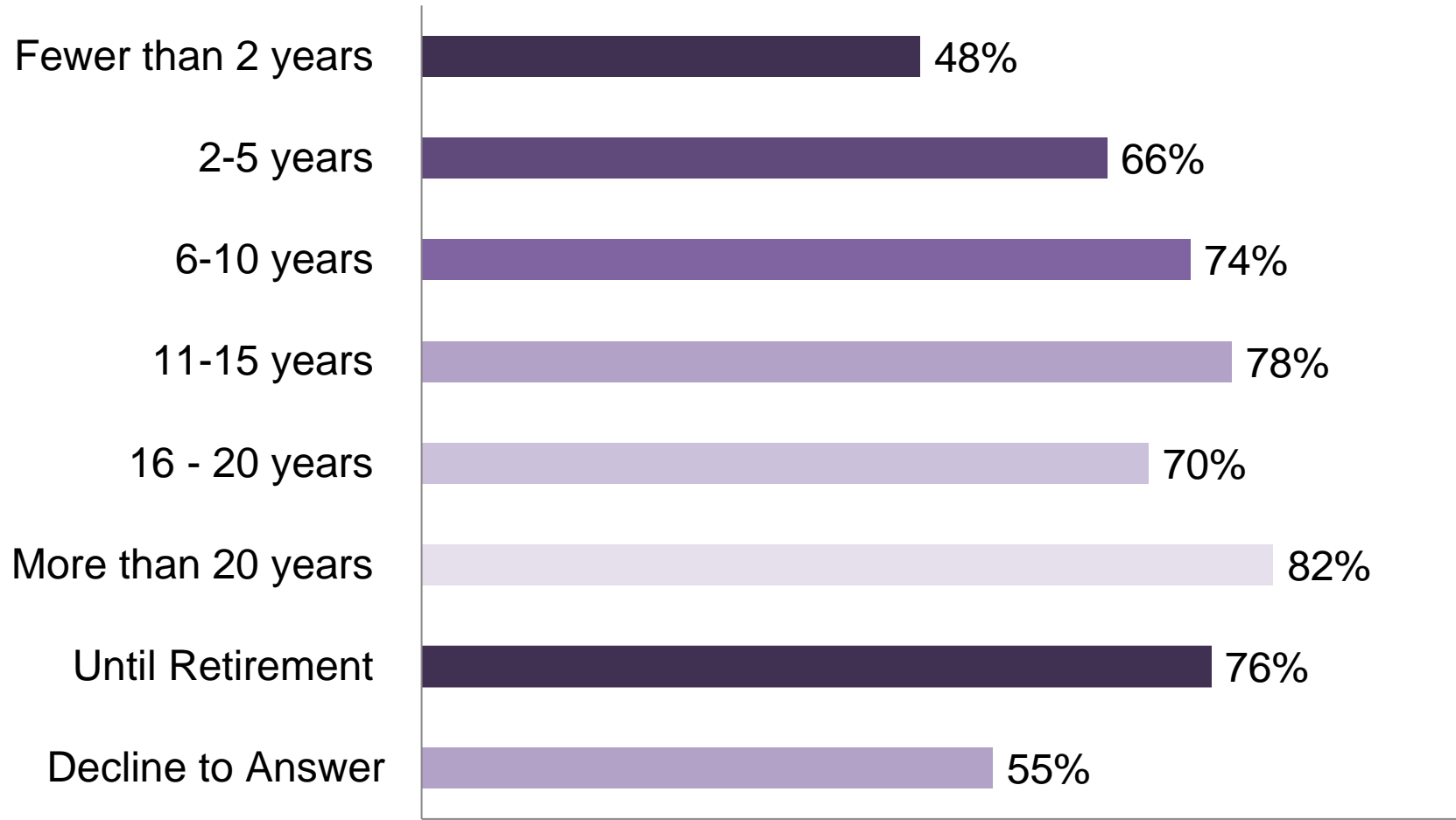
Supervisory Status (Overall % Positive)

Yes
- 74% (2022)
- 68% (2020)
- 73% (2018)

No
- 67% (2022)
- 66% (2020)
- 66% (2018)

Legend:
- 2022
- 2020
- 2018

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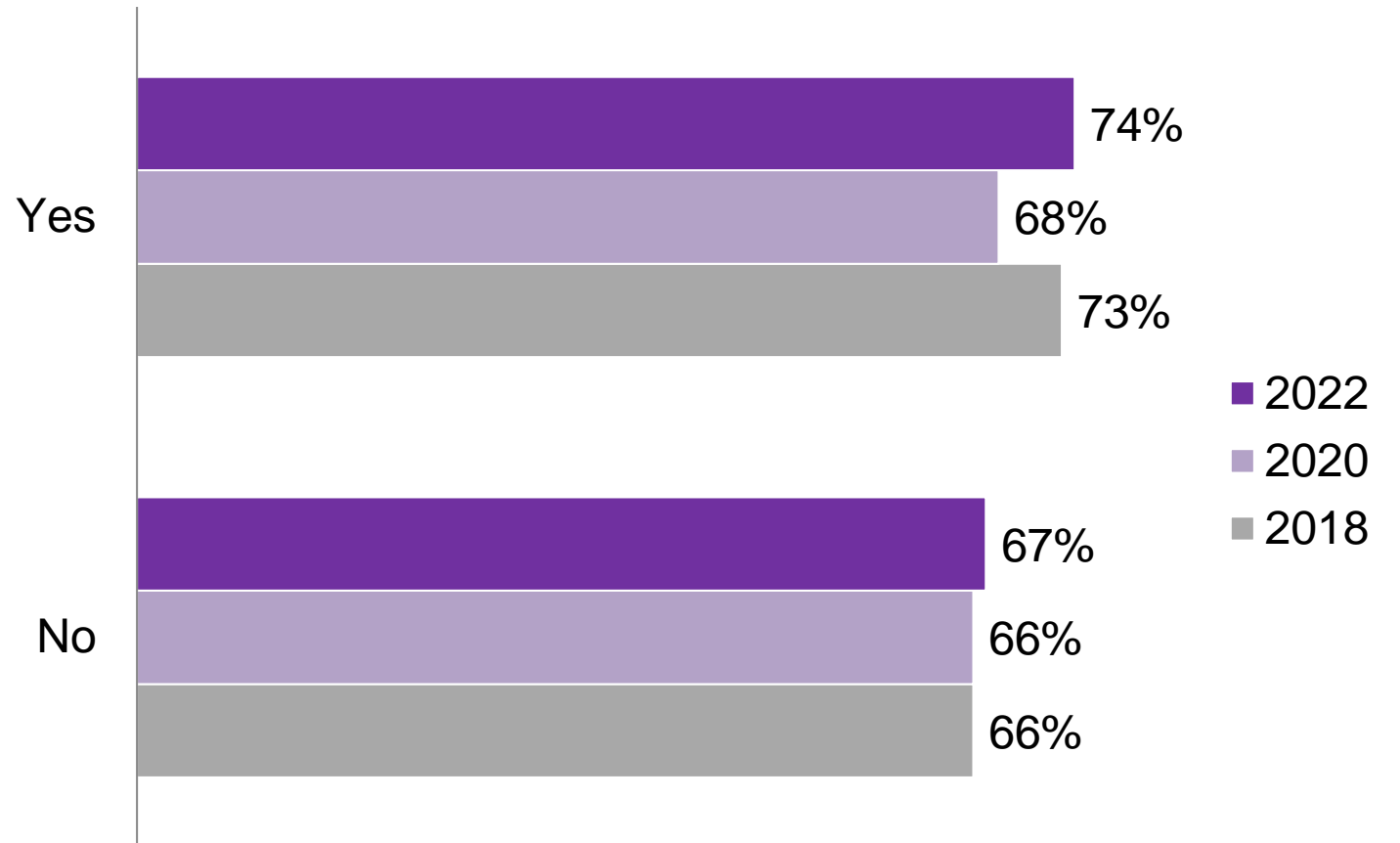
Diversity, Inclusion & Belonging

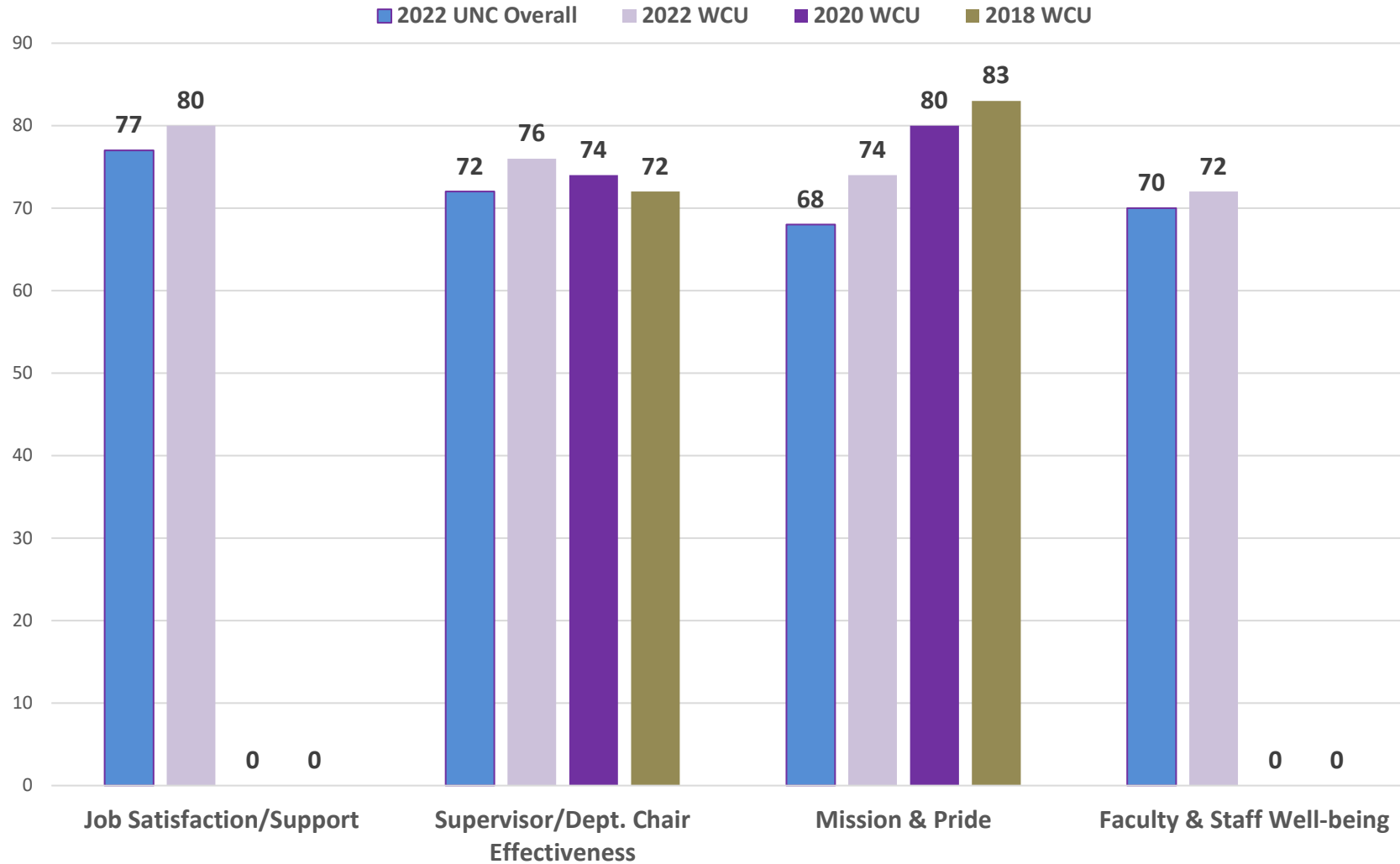| Belief Statement	Positive Response	UNC System Average
In my department, we welcome diversity in all of its forms.	82%	80%
I feel a sense of belonging at this institution.	67%	62%
We are making good and measurable progress towards becoming a more diverse and inclusive institution.	57%	59%
This institution has clear and effective procedures for dealing with discrimination.	60%	58%
My institution is committed to building a culture that actively promotes diversity and inclusion for students, faculty, and staff.	65%	65%
Overall Category Average:	*66%*	*65%*

Faculty & Staff Well-being

Belief Statement	Positive Response	UNC System Average
My supervisor/department chair shows genuine interest in my well-being.	82%	78%
At work, I know where to go for help with my mental or emotional well-being.	70%	68%
This institution takes appropriate steps to protect the health and safety of faculty, staff and students.	64%	63%
Overall Category Average:	**72%**	**70%**

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COVID-19 Response (New for 2022)

Belief Statement	Positive Response	UNC System Average
In my department, we are adapting well to changes in work conditions due to the COVID-19 pandemic.	73%	76%
This institution has communicated clear policies and guidelines to assist faculty/staff during the COVID-19 pandemic.	72%	71%
This institution is taking appropriate action in response to the COVID-19 pandemic.	69%	71%
Overall Category Average:	**71%**	**73%**

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Dimensions

Legend: ■ 2022 UNC Overall ■ 2022 WCU ■ 2020 WCU ■ 2018 WCU

Dimension	2022 UNC Overall	2022 WCU	2020 WCU	2018 WCU
Job Satisfaction/Support	77	80	0	0
Supervisor/Dept. Chair Effectiveness	72	76	74	72
Mission & Pride	68	74	80	83
Faculty & Staff Well-being	70	72	0	0

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Dimensions

Legend: ■ 2022 UNC Overall   ■ 2022 WCU   ■ 2020 WCU   ■ 2018 WCU

Dimension	2022 UNC Overall	2022 WCU	2020 WCU	2018 WCU
COVID-19 Response	73	71	0	0
Diversity, Inclusion & Belonging	65	66	0	0
Communication & Collaboration	53	59	63	65
Performance Management	51	56	59	63
Confidence in Senior Leadership	50	56	60	71

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Common Survey Question Score Comparisons

Question	2022 Score	2020 Score	2018 Score	2022 UNC Avg.
"I understand how my job contributes to this institution's mission"	89%	92%	93%	88%
"I am given the responsibility and freedom to do my job"	84%	86%	83%	82%
"My supervisor/department chair makes their expectations clear"	80%	78%	76%	74%
"My job makes good use of my skills and abilities"	77%	79%	82%	76%
"My supervisor/department chair is consistent and fair"	77%	74%	70%	73%
"I am given the opportunity to develop my skills at this institution"	75%	75%	74%	70%
"I receive feedback from my supervisor/department chair that helps me"	72%	70%	71%	68%
"Faculty are appropriately involved in decisions related to the education program (e.., curriculum development, evaluation)"	70%	72%	74%	63%

Common Survey Question Score Comparisons

Question	2022 Score	2020 Score	2018 Score	2022 UNC Avg.
"All things considered, this is a great place to work"	69%	77%	79%	63%
"There is appropriate recognition of innovative and high quality teaching"	65%	69%	74%	61%
"When I offer a new idea, I believe it will be fully considered"	64%	64%	63%	62%
"The institution's culture is special – something you don't find just anywhere"	63%	70%	77%	54%
"This institution is well run"	58%	63%	73%	50%
"Senior Leadership provides a clear direction for this institution's future"	54%	57%	69%	50%
"At this institution, we discuss and debate issues respectfully to get better results"	54%	58%	61%	48%
"Promotions in my department are based on a person's performance"	52%	49%	52%	47%
"This institution's policies and practices ensure fair treatment for faculty, administration and staff"	50%	58%	64%	45%
"There is a sense that we're all on the same team at this institution"	46%	56%	62%	38%

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Top Ten Statements

	Survey Statement	2022 WCU Overall % Positive	2020 WCU Overall % Positive	2022 UNC System Overall % Positive	2020 UNC System Overall % Positive
4	"I understand how my job contributes to the institution's mission"	89%	92%	88%	88%
2	"I am given the responsibility and freedom to do my job"	84%	86%	82%	81%
14	"In my department, we welcome diversity in all of its forms"	82%	n/a	80%	n/a
12	"The work I do is meaningful to me"	82%	n/a	81%	n/a
10	"My supervisor/department chair shows genuine interest in my well-being?	82%	n/a	78%	n/a

Statements are sorted by highest **positive** response.

Top Ten Statements

	Survey Statement	2022 WCU Overall % Positive	2020 WCU Overall % Positive	2022 UNC System Overall % Positive	2020 UNC System Overall % Positive
3	"My supervisor/department chair makes their expectations clear"	80%	78%	74%	72%
13	"My supervisor/department chair is consistent and fair"	77%	74%	73%	69%
1	"My job makes good use of my skills and abilities"	77%	79%	76%	75%
5	"I am given the opportunity to develop my skills at this institution"	75%	75%	70%	70%
9	"In my department, we are adapting well to changes in work conditions due to the COVID-19 pandemic"	73%	n/a	76%	n/a

Statements are sorted by highest **positive** response.

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Bottom Ten Statements

	Survey Statement	2022 WCU Overall % Positive	2020 WCU Overall % Positive	2022 UNC System Overall % Positive	2020 UNC System Overall % Positive
19	"There's a sense that we're all on the same team at this institution"	46%	56%	38%	44%
20	"This institution's policies and practices ensure fair treatment for faculty, administration and staff"	50%	58%	45%	52%
8	"Promotions in my department are based on a person's performance"	52%	49%	47%	47%
18	"At this institution, we discuss and debate issues respectfully to get better results"	54%	58%	48%	47%
16	"Senior leadership provides a clear direction for this institution's future"	54%	57%	50%	51%

Statements are sorted by lowest positive response.

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Bottom Ten Statements

	Survey Statement	2022 WCU Overall % Positive	2020 WCU Overall % Positive	2022 UNC System Overall % Positive	2020 UNC System Overall % Positive
24	"We are making good and measurable progress towards becoming a more diverse and inclusive institution"	57%	n/a	59%	n/a
28	"This institution is well run"	58%	63%	50%	51%
25	"This institution has clear and effective procedures for dealing with discrimination"	60%	71%	58%	67%
29	"This institution's culture is special – something you don't find just anywhere"	63%	70%	54%	57%
17	"This institution takes appropriate steps to protect the health and safety of faculty, staff and students"	64%	n/a	63%	n/a

Statements are sorted by lowest positive response.

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Barometer Statements

	Survey Statement	2022 WCU Overall % Positive	2020 WCU Overall % Positive	2018 WCU Overall % Positive	2022 UNC System Overall % Positive	2020 UNC System Overall % Positive	2018 UNC System Overall % Positive
4	I understand how my job contributes to this institution's mission	89%	92%	93%	88%	88%	90%
12	The work I do is meaningful to me.	82%	n/a	n/a	81%	n/a	n/a
30	All things considered, this is a great place to work	69%	77%	79%	63%	69%	72%
29	This institution's culture is special – something you don't find just anywhere.	63%	70%	77%	54%	57%	59%
19	There's a sense that we're all on the same team at this institution.	46%	56%	62%	38%	44%	47%

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UNC System Comparisons – By Dimension

Survey Dimensions	UNC System Aggregate	NCCU	ASU	UNCA	UNCG	WSSU	UNCSA	FSU	UNCW	UNC-CH	NCAT	ECU	NCSSM	NCSU	SYS OFC	UNCC	WCU	UNCP	ECSU
Avg Positive Response	**65**	**59**	**60**	**61**	**61**	**61**	**62**	**63**	**63**	**64**	**65**	**66**	**66**	**68**	**68**	**68**	**68**	**70**	**71**
Job Satisfaction/Support	**77**	71	77	70	75	76	73	74	77	77	74	77	77	80	75	77	80	81	80
Faculty & Staff Well-Being	**70**	65	67	69	66	67	61	66	70	68	68	70	69	71	77	72	72	74	79
Performance Management	**51**	40	46	47	44	42	46	48	50	51	49	51	52	55	59	52	56	58	51
Supervisor/Chair Effectiveness	**72**	61	74	71	71	66	67	70	71	72	64	71	72	72	74	74	76	69	66
Communication/Collaboration	**53**	43	44	50	47	46	49	46	54	54	51	54	52	59	59	55	59	56	58
Diversity/Inclusion/Belonging	**65**	64	60	59	65	65	64	68	58	60	70	69	63	68	64	68	66	71	76
Mission/Pride	**68**	64	65	65	62	67	72	70	68	67	74	67	75	72	70	66	74	80	77
Confidence in Senior Ldrship	**50**	37	35	39	42	39	43	47	45	46	55	49	57	62	54	57	56	54	65
COVID-19 Response	**73**	75	61	74	73	71	78	73	74	71	74	75	79	74	81	72	71	79	82

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UNC System Comparisons – Faculty and Staff Well-being

Survey Questions	UNC System Aggregate	UNCSA	NCCU	FSU	UNCG	ASU	WSSU	NCAT	UNC-CH	NCSSM	UNCA	ECU	UNCW	NCSU	UNCC	WCU	UNCP	SYS OFC	ECSU
Overall Faculty and Staff Well-Being	**70**	**61**	**65**	**66**	**66**	**67**	**67**	**68**	**68**	**69**	**69**	**70**	**70**	**71**	**72**	**72**	**74**	**77**	**79**
My supervisor/department chair shows genuine interest in my well-being	**78**	76	67	73	76	83	73	71	80	82	82	75	78	79	80	82	75	82	76
At work, I know where to go for help with my mental or emotional well-being	**68**	55	66	67	62	72	71	68	67	61	62	69	66	66	71	70	77	72	78
This institution takes appropriate steps to protect the health and safety of faculty, staff and students	**63**	53	62	57	61	47	58	64	58	64	63	67	66	68	66	64	69	77	82

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UNC System Comparisons – Job Satisfaction and Senior Leadership

Survey Dimensions	UNC System Aggregate	NCCU	ASU	UNCA	UNCG	WSSU	UNCSA	FSU	UNCW	UNC-CH	NCAT	ECU	NCSSM	NCSU	SYS OFC	UNCC	WCU	UNCP	ECSU
Avg Positive Response	65	59	60	61	61	61	62	63	63	64	65	66	66	68	68	68	68	70	71
Overall Job Satisfaction/ Support	77	71	77	70	75	76	73	74	77	77	74	77	77	80	75	77	80	81	80
My job makes good use of my skills and abilities	76	66	77	69	75	72	74	67	74	76	69	76	75	78	73	76	77	80	77
I am given the responsibility and freedom to do my job	82	76	81	78	79	79	76	77	81	83	78	80	82	84	78	82	84	81	83
I am given the opportunity to develop my skills at this institution	70	58	70	59	65	64	61	64	73	70	64	69	69	75	67	70	75	73	74
The work I do is meaningful to me	81	85	81	75	79	87	79	89	79	80	84	82	82	82	82	80	82	88	87
Overall Confidence in Senior Leadership	50	37	35	39	42	39	43	47	45	46	55	49	57	62	54	57	56	54	65
Senior leadership provides a clear direction for this institution's future	50	42	37	38	41	42	47	53	43	47	61	50	57	59	54	56	54	55	68
This institution is well run	50	31	33	40	42	36	39	41	47	45	48	48	56	65	54	57	58	53	62

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Reasons Why an Employee Would Consider Leaving (may select multiple reasons)

Response Option	Percentage of Respondents
Better or more competitive salary	73%
Better work/life balance	32%
Better opportunities for career advancement	32%
More flexible working arrangements	26%
Better work environment/culture	19%
Satisfied with my current position	15%
Better job duties match to your skill sets/interests	15%
Better opportunities for professional development	8%
Better supervisory relationship	8%
Better job security/stability	7%

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Take Aways

- Overall participation and satisfaction rates were within the upper third of UNC System institutions and participation from faculty increased significantly over 2020 and 2018.

- Overall Institutional level results have a higher positive rate compared to 2020 and largely exceed UNC System peers.

- Pride in institution, Job Satisfaction/Fit, Autonomy & Connection to Mission were consistent institutional strengths reflected across all three surveys 2022, 2020, 2018).

- Employee perceptions of their Supervisor/Dept. Chair rated highly with positivity scores exceeding 2020 and 2018.

- "Senior Leadership" and "Communication & Collaboration" dimensions, while above system peers showed declines when compared to 2020 and 2018.

Take Aways

- Concerns over salary/compensation continues to be the area of greatest dissatisfaction followed by concerns with work life balance, career advancement opportunities, and flexible work arrangements.

- Highest overall positive satisfaction scores were seen in EHRA Non-Faculty (76%) as compared to SHRA (68%) and Faculty (64%).

- There were significant differences in perception to specific dimensions across job categories:
  - WCU's "COVID-19 response" (EHRA NF: 78%; SHRA: 75%; Faculty: 62%).
  - "Confidence in Senior Leadership" (EHRA NF: 70%; SHRA: 56%; Faculty: 49%).
  - "Faculty and Staff Well-being" (EHRA NF: 79%; SHRA: 74%; Faculty: 65%).
  - "Diversity, Inclusion, & Belonging" (EHRA NF: 74%; SHRA: 68%; Faculty: 60%).

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