

2018 UNC System Employee Engagement Survey

Summary of Results

ModernThink

**Western
Carolina**
UNIVERSITY

Higher Expectations

EXCELLENT AND DIVERSE INSTITUTIONS

The University's constituent institutions are individually distinct and mission-focused and collectively comprise an inclusive and vibrant university system, committed to excellence and the fullest development of a diversity of students, faculty, and staff.

IDENTIFY ACADEMIC "AREAS OF DISTINCTION"

The University will strengthen its reputation and accomplishments by having each constituent institution identify mission-focused academic "areas of distinction" and achieve significant regional or national recognition within those areas by 2021-22. **Each UNC institution has identified areas of distinction (including baseline data, metrics, and targets).** Updates will be posted here.

FOCUS ON HUMAN CAPITAL

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. The UNC System office has developed an implementation plan 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.

The UNC System Employee Engagement Survey is a five-year project to establish a baseline metric for employee engagement in concert with other human capital metrics (turnover, performance management, professional development, promotion). This will allow the leadership at each UNC constituent institution to address those areas in which employee engagement challenges may exist and to recognize those areas that are successfully fostering employee engagement. The survey results may also assist the UNC System in advocating for improvements to human resources policies at the statewide level that are generally beyond institutions' control.

The survey questions cover key dimensions of employee engagement, including job satisfaction, institutional pride, communication, and fairness. For example: "My job makes good use of my skills and abilities," "People in my department work well together," and "I understand how my job contributes to this institution's mission."

The survey opened on January 29, after an **announcement from President Spellings**. The survey will close on February 12, 2018. Preliminary data will be available by April, with final reporting to be released midsummer of 2018.

Survey Overview

Methodology

- Online/Paper survey administered:
January 29 – February 19, 2018

Response Rates

- 2018 Core Population Overall response rate:
22,659/45,299 – 50%
- 2018 WCU response rate:
822/1493 – 55%

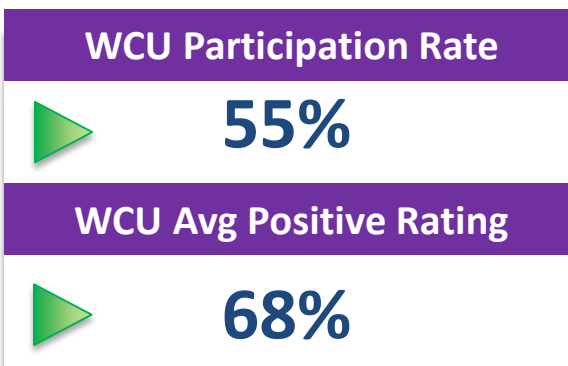
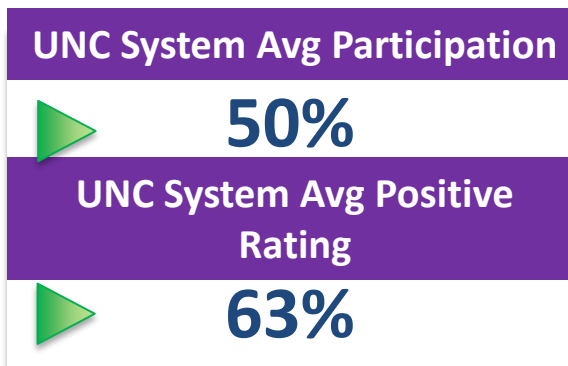
Benchmarks

- 2017 Great Colleges Honor Roll
- 2017 Carnegie
- 2017 Public Institutions
- 2017 Enrollment Size
- 2017 Southeast Region
- 2018 UNC Core Population Aggregate

60	Survey statements on a 5-point agreement scale
17	Benefit Satisfaction Questions on a 5-point satisfaction scale
2	Open-ended Questions
16	Demographic Questions
1	Multi-select Question

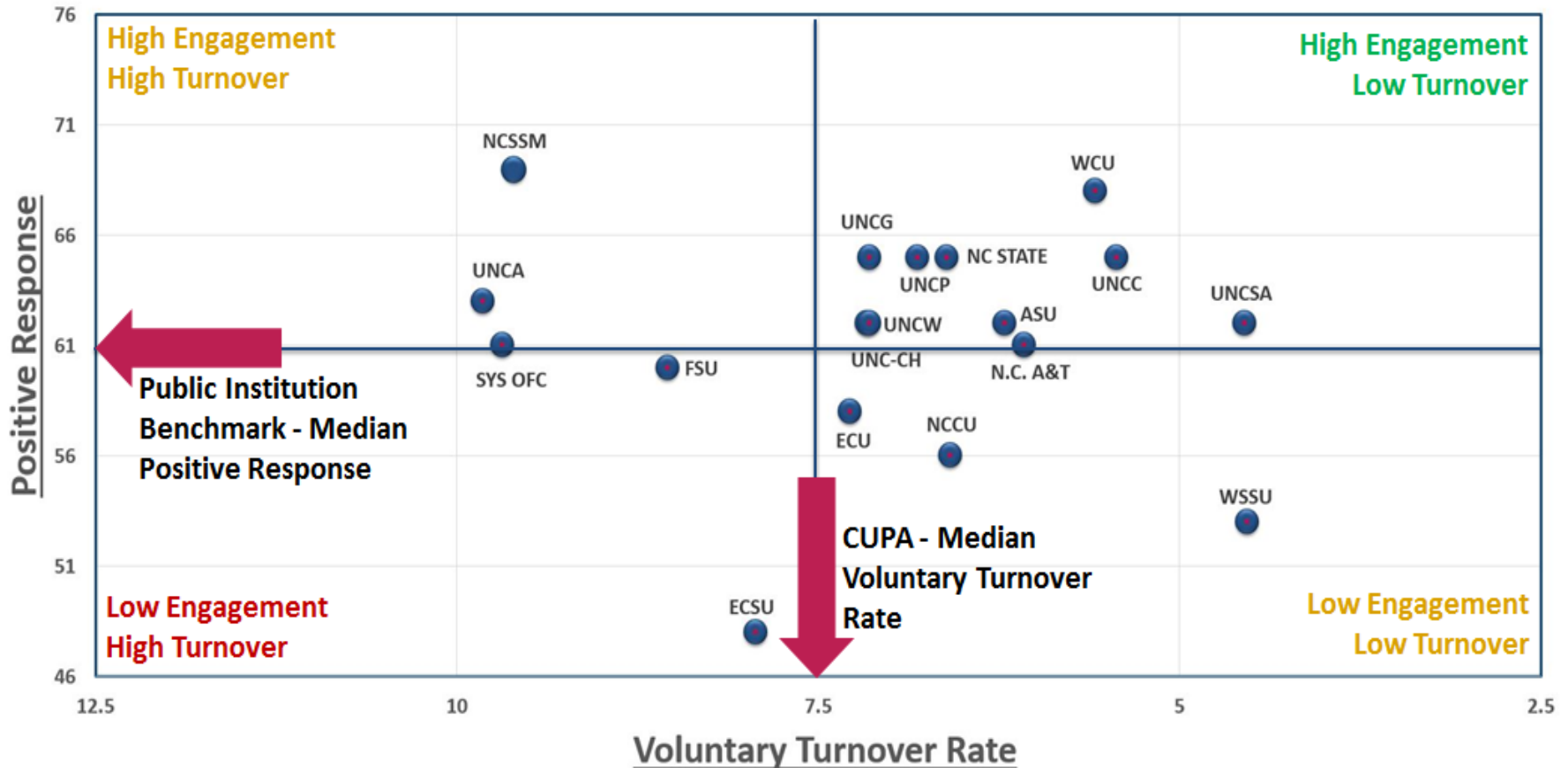
Participation Rates and Positive Engagement Ratings with Benchmarks

Institution	Participation
UNC Charlotte	71 %
NCSSM	67 %
UNCSA	65 %
FSU	60 %
UNC Asheville	60 %
ECSU	59 %
System Office	58 %
UNC Wilmington	58 %
WCU	55 %
WSSU	55 %
Appalachian	54 %
NC State	54 %
UNC Greensboro	54 %
NCCU	52 %
UNC Pembroke	52 %
N.C. A&T	50 %
ECU	38 %
UNC-CH	37 %



Institution	Positive Rating
NCSSM	69 %
WCU	68 %
NC State	65 %
UNC Charlotte	65 %
UNC Greensboro	65 %
UNC Pembroke	65 %
UNC Asheville	63 %
Appalachian	62 %
UNC-CH	62 %
UNCSA	62 %
UNC Wilmington	62 %
N.C. A&T	61 %
System Office	61 %
FSU	60 %
ECU	58 %
NCCU	56 %
WSSU	53 %
ECSU	48 %

Voluntary Turnover Rate and Positive Engagement Ratings



Response Guidelines

Response Options: *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Not Applicable*

Positive Responses

Strongly Agree, Agree

Negative Responses

Strongly Disagree, Disagree

Guideline Score	Description	Guideline Score
75% +	Exceptional – Very Good	< 10%
65 – 74%	Fair – Good	10 – 14%
55 – 64%	Yellow Flag	15 – 19%
45 – 54%	Red Flag	20 – 29%
< 45%	Acute	30% +

Barometer Statements

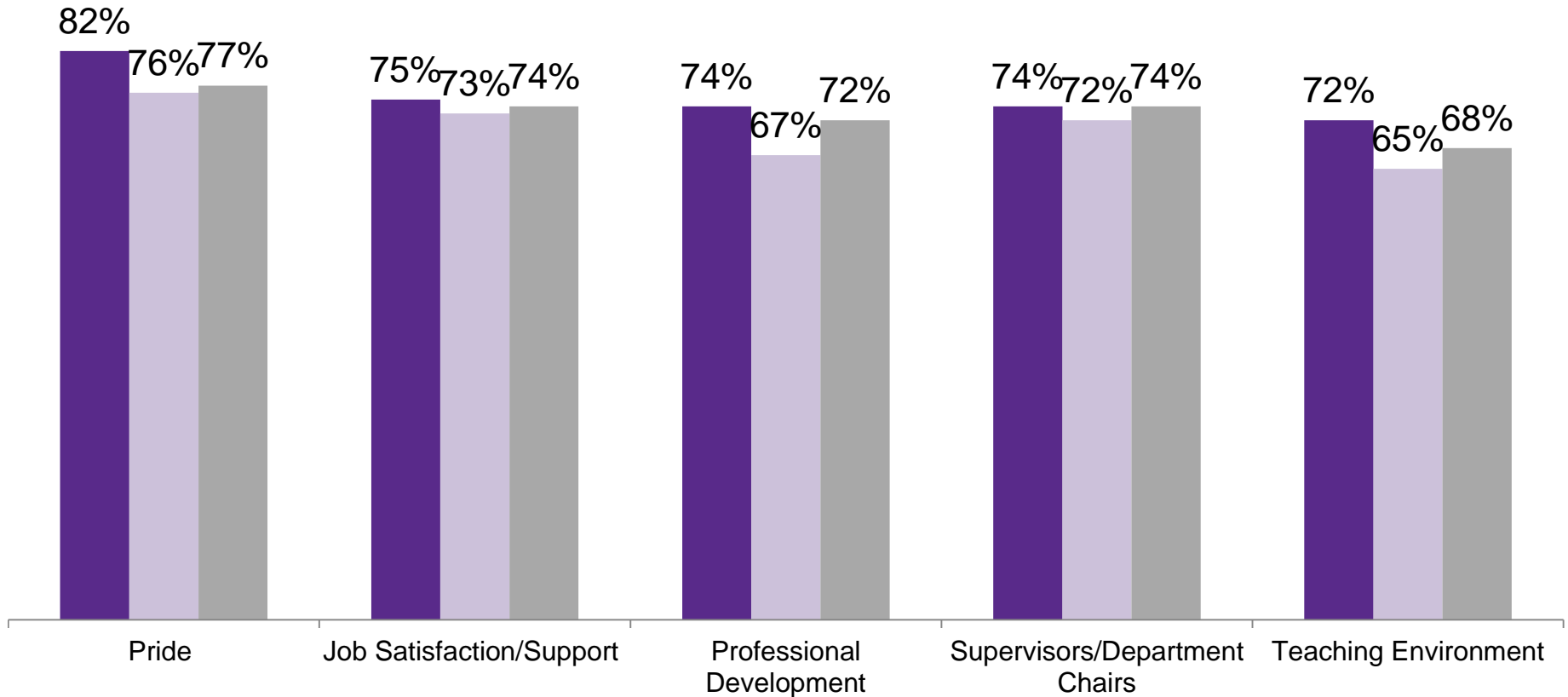
Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
59	This institution's culture is special - something you don't find just anywhere.	77	6	59	64
57	This institution is well run.	73	5	57	61
25	Overall, my department is a good place to work.	81	5	77	80
60	All things considered, this is a great place to work.	79	3	72	74

15 Core Dimensions

Job Satisfaction/Support	Policies, Resources & Efficiency	Faculty, Administration & Staff Relations
Teaching Environment	Shared Governance	Communication
Professional Development	Pride	Collaboration
Compensation, Benefits & Work/Life Balance	Supervisors/Department Chairs	Fairness
Facilities	Senior Leadership	Respect & Appreciation

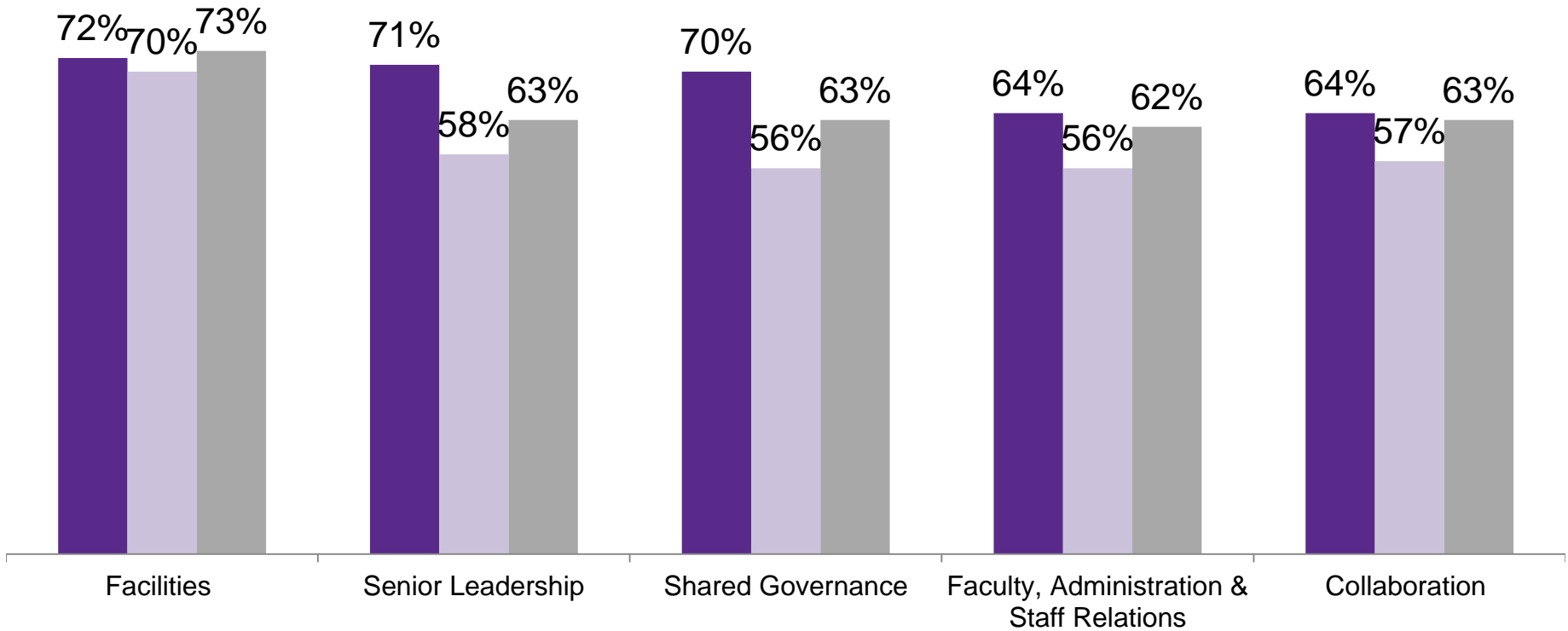
Dimensions

■ 2018 WCU Overall ■ 2018 UNC System Overall ■ 2017 Public Institutions



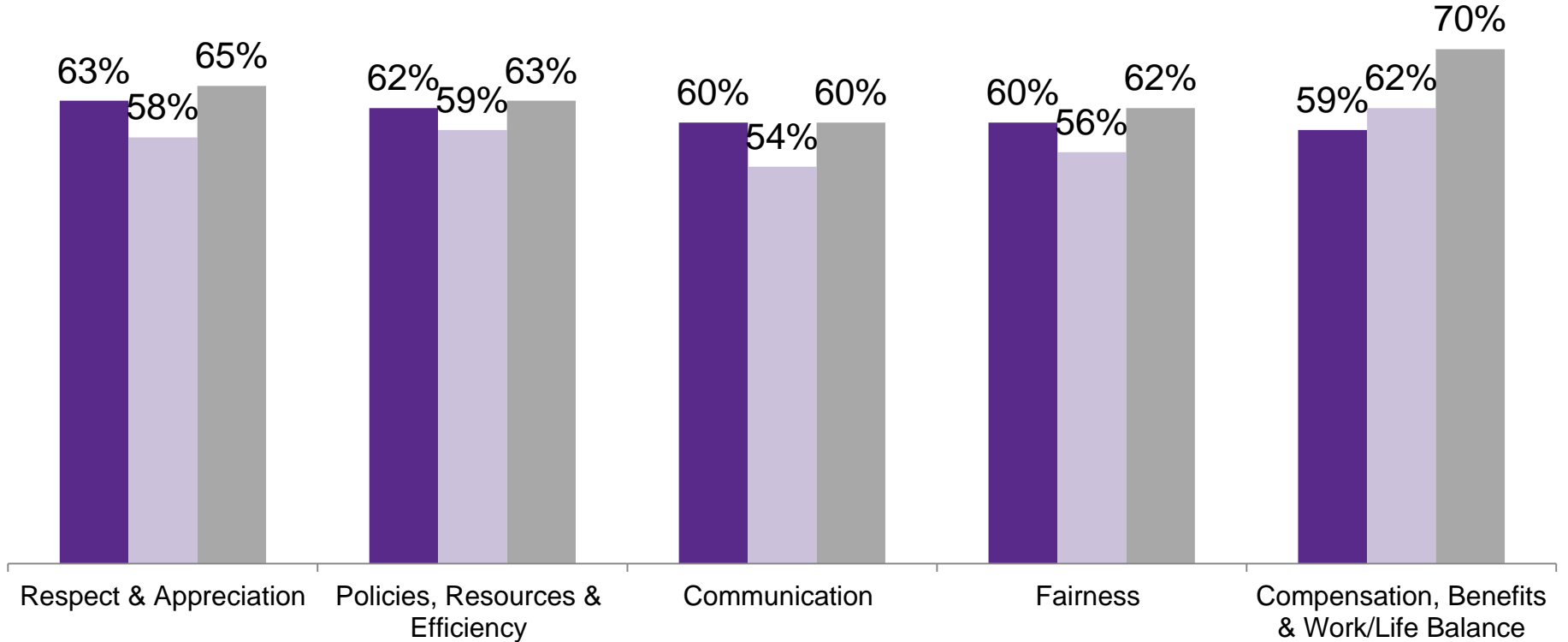
Dimensions

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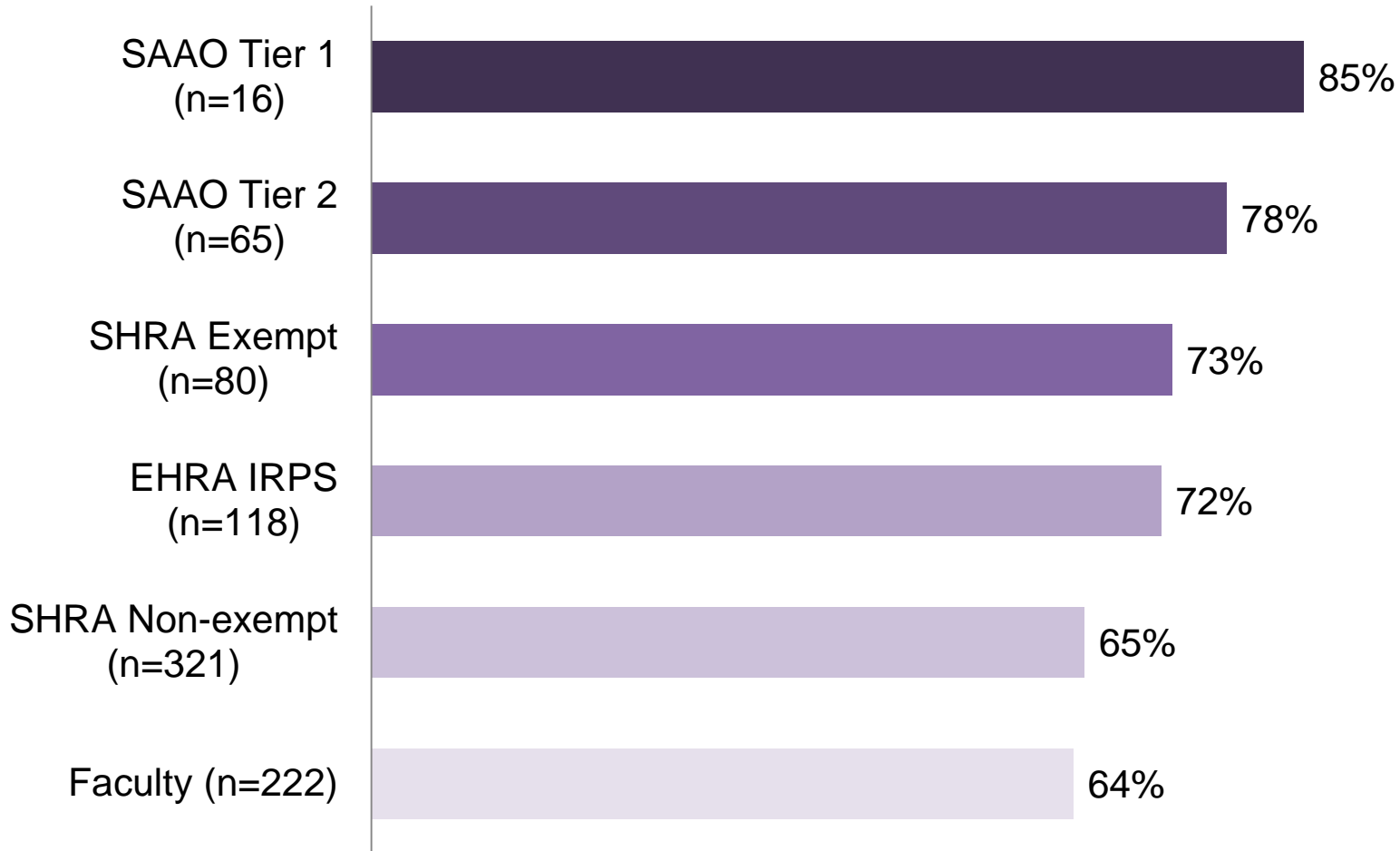


Dimensions

■ 2018 WCU Overall ■ 2018 System Overall ■ 2017 Public Institutions



Job Category



Strengths

- Job Fit, Autonomy & Connection to Mission
- Professional Development
- Supervisor/Department Chair Competencies
- Senior Leadership
- Shared Governance
- Diversity, Equity & Inclusion

Job Fit, Autonomy & Connection to Mission

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
1	My job makes good use of my skills and abilities.	82	4	77	80
2	I am given the responsibility and freedom to do my job.	83	5	82	83
5	I understand how my job contributes to this institution's mission.	93	1	90	88
49	This institution actively contributes to the community.	86	2	83	87
36	I am proud to be part of this institution.	82	3	80	79

Professional Development

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
6	I am given the opportunity to develop my skills at this institution.	74	7	71	73
7	I receive feedback from my supervisor/department chair that helps me.	71	11	67	67
10	I understand the necessary requirements to advance my career.	73	11	63	71

Supervisor/Department Chair Competencies

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
3	My supervisor/department chair makes his/her expectations clear.	76	10	72	73
12	I believe what I am told by my supervisor/department chair.	74	8	70	74
15	My supervisor/department chair regularly models this institution's values.	75	9	74	76
19	My supervisor/department chair is consistent and fair.	70	14	69	72
20	My supervisor/department chair actively solicits my suggestions and ideas.	69	13	67	72

Senior Leadership

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
32	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	77	6	67	68
27	Senior leadership provides a clear direction for this institution's future.	69	8	55	58
41	Senior leadership communicates openly about important matters.	65	9	52	57
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	68	11	54	61
48	Senior leadership regularly models this institution's values.	78	5	66	70
56	I believe what I am told by senior leadership.	66	9	56	62

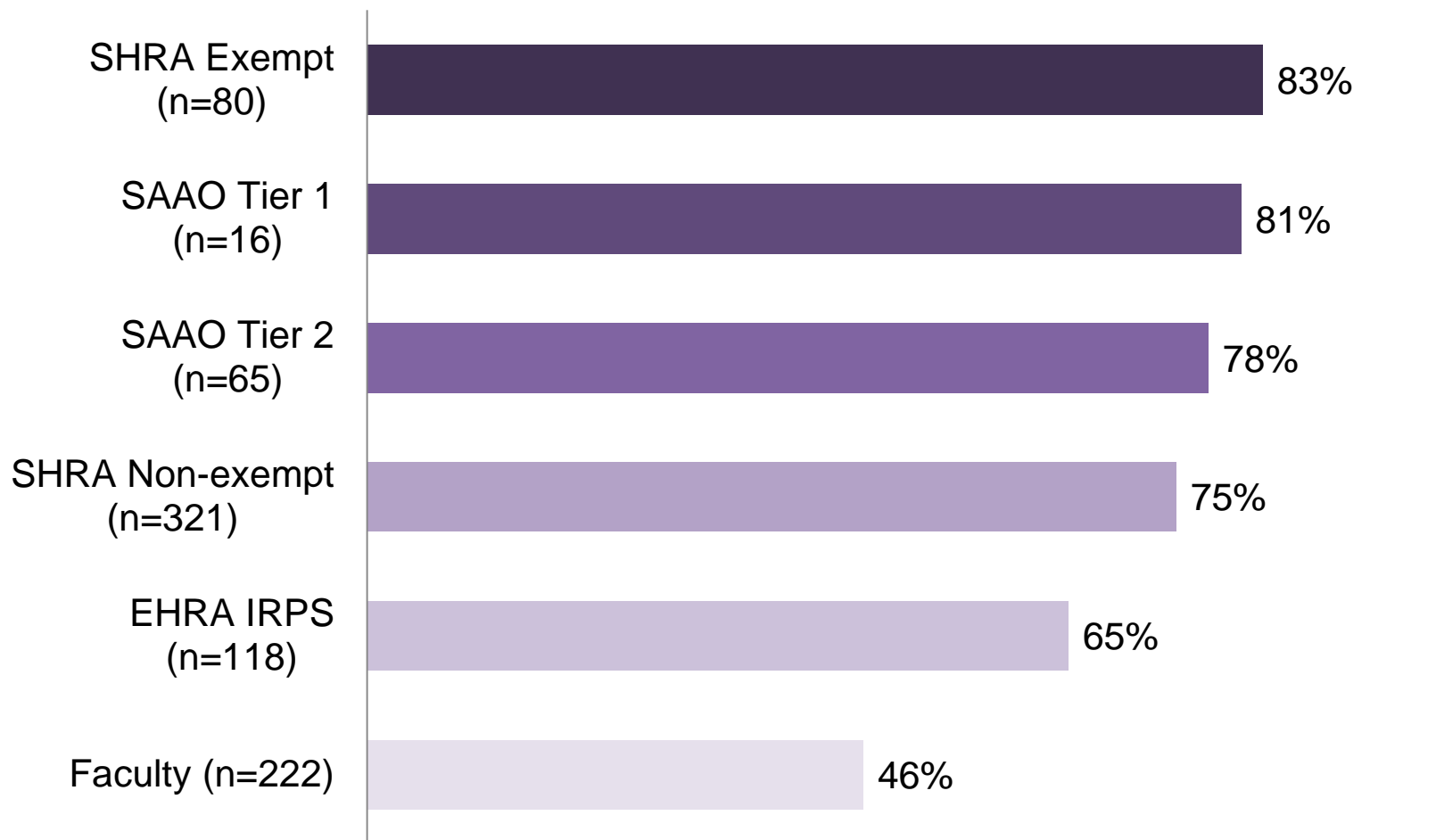
Shared Governance

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
38	The role of faculty in shared governance is clearly stated and publicized.	72	6	57	63
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	74	6	66	71
42	Faculty, administration and staff are meaningfully involved in institutional planning.	65	8	44	56
46	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	73	5	64	68
55	There is regular and open communication among faculty, administration and staff.	55	11	48	55

Diversity, Equity & Inclusion

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	67	11	70	75
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	79	6	73	81
54	This institution has clear and effective procedures for dealing with discrimination.	71	10	70	77

50. This institution places sufficient emphasis on having diverse faculty, administration and staff.



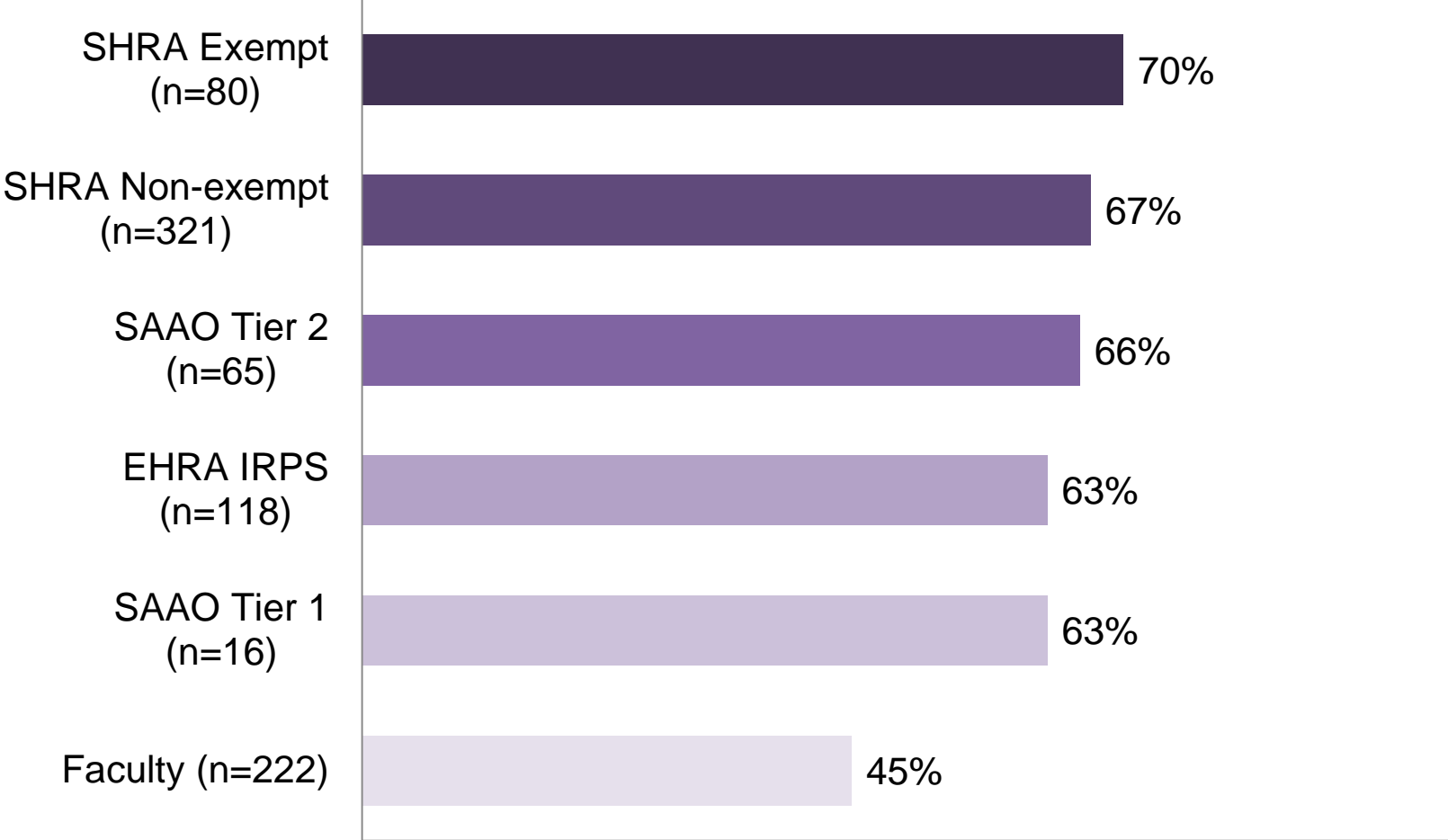
Opportunities

- Resource Constraints
- Performance Management/Accountability
- Communication
- Collaboration
- Work/Life Balance

Resource Constraints

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
4	I am provided the resources I need to be effective in my job.	61	10	60	60
11	I am paid fairly for my work.	31	42	39	47
28	My department has adequate faculty/staff to achieve our goals.	36	36	38	40
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	60	12	60	62

31. The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.



Performance Management/Accountability

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
30	Our orientation program prepares new faculty, administration and staff to be effective.	56	13	54	55
17	Our review process accurately measures my job performance.	54	18	52	59
18	Issues of low performance are addressed in my department.	48	23	47	49
16	Promotions in my department are based on a person's ability.	52	23	49	57
9	I am regularly recognized for my contributions.	56	18	53	57

Communication

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
8	When I offer a new idea, I believe it will be fully considered.	63	12	61	65
21	In my department, we communicate openly about issues that impact each other's work.	65	13	60	65
22	Changes that affect me are discussed prior to being implemented.	50	16	45	52
43	At this institution, we discuss and debate issues respectfully to get better results.	61	11	50	58

Collaboration

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
13	We have opportunities to contribute to important decisions in my department.	64	13	60	69
23	People in my department work well together.	71	9	66	70
26	I can count on people to cooperate across departments.	59	9	54	59
58	There's a sense that we're all on the same team at this institution.	62	14	47	55

Work/Life Balance

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
53	This institution's policies and practices give me the flexibility to manage my work and personal life.	71	8	70	75
47	My supervisor/department chair supports my efforts to balance my work and personal life.	79	9	80	82

Innovation Index

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
8	When I offer a new idea, I believe it will be fully considered.	63	12	61	65
13	We have opportunities to contribute to important decisions in my department.	64	13	60	69
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	64	16	60	66
20	My supervisor/department chair actively solicits my suggestions and ideas.	69	13	67	72
22	Changes that affect me are discussed prior to being implemented.	50	16	45	52
42	Faculty, administration and staff are meaningfully involved in institutional planning.	65	8	44	56

Survey Definitions

Institution *refers to the entire University or College.*

Department *refers to your most immediate workgroup or team.*

Senior Leadership - *refers to the most senior members of the institution (e.g. Chancellor or President and those who report directly to them).*

Supervisor/Department Chair *refers to the individual to whom you directly report.*

Strengths

- Job Fit, Autonomy & Connection to Mission
- Professional Development
- Supervisor/Department Chair Competencies
- Senior Leadership
- Shared Governance
- Diversity, Equity & Inclusion

Opportunities

- Resource Constraints
- Performance Management/Accountability
- Communication
- Collaboration
- Work/Life Balance

Top Ten Statements

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
5	I understand how my job contributes to this institution's mission.	93	1	90	88
49	This institution actively contributes to the community.	86	2	83	87
2	I am given the responsibility and freedom to do my job.	83	5	82	83
29	The institution takes reasonable steps to provide a safe and secure environment for the campus.	83	5	80	83
24	I have a good relationship with my supervisor/department chair.	83	6	82	84

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

Top Ten Statements

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
36	I am proud to be part of this institution.	82	3	80	79
1	My job makes good use of my skills and abilities.	82	4	77	80
25	Overall, my department is a good place to work.	81	5	77	80
60	All things considered, this is a great place to work.	79	3	72	74
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	79	6	73	81

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

Bottom Ten Statements

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
11	I am paid fairly for my work.	31	42	39	47
28	My department has adequate faculty/staff to achieve our goals.	36	36	38	40
35	Our recognition and awards programs are meaningful to me.	42	26	39	49
18	Issues of low performance are addressed in my department.	48	23	47	49
16	Promotions in my department are based on a person's ability.	52	23	49	57

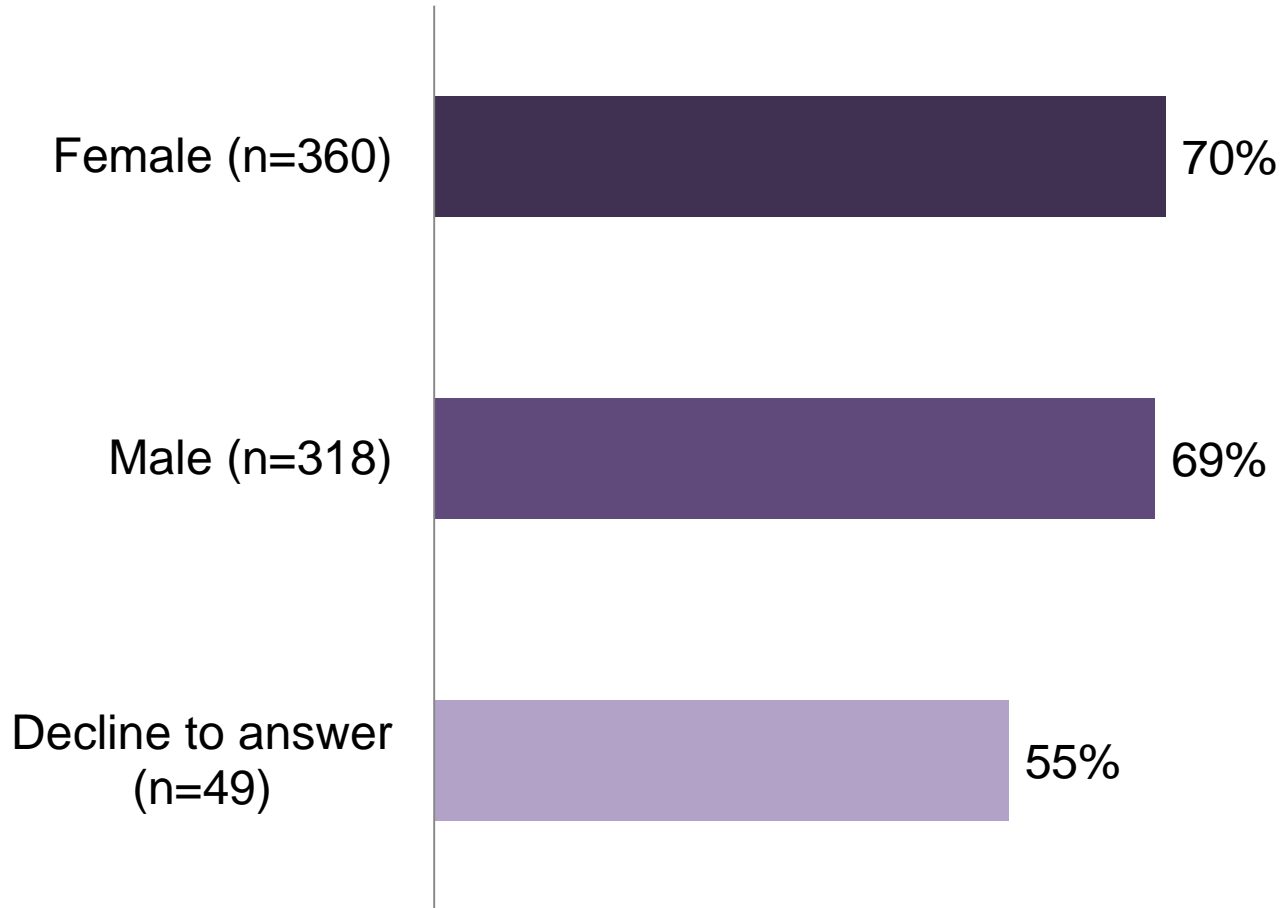
Statements are sorted by highest **negative** response.

Bottom Ten Statements

Survey Statement		2018 WCU Overall % Positive	2018 WCU Overall % Negative	2018 UNC System Overall % Positive	2017 Public Inst. % Positive
17	Our review process accurately measures my job performance.	54	18	52	59
9	I am regularly recognized for my contributions.	56	18	53	57
22	Changes that affect me are discussed prior to being implemented.	50	16	45	52
34	This institution's benefits meet my needs.	55	16	60	76
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	64	16	60	66

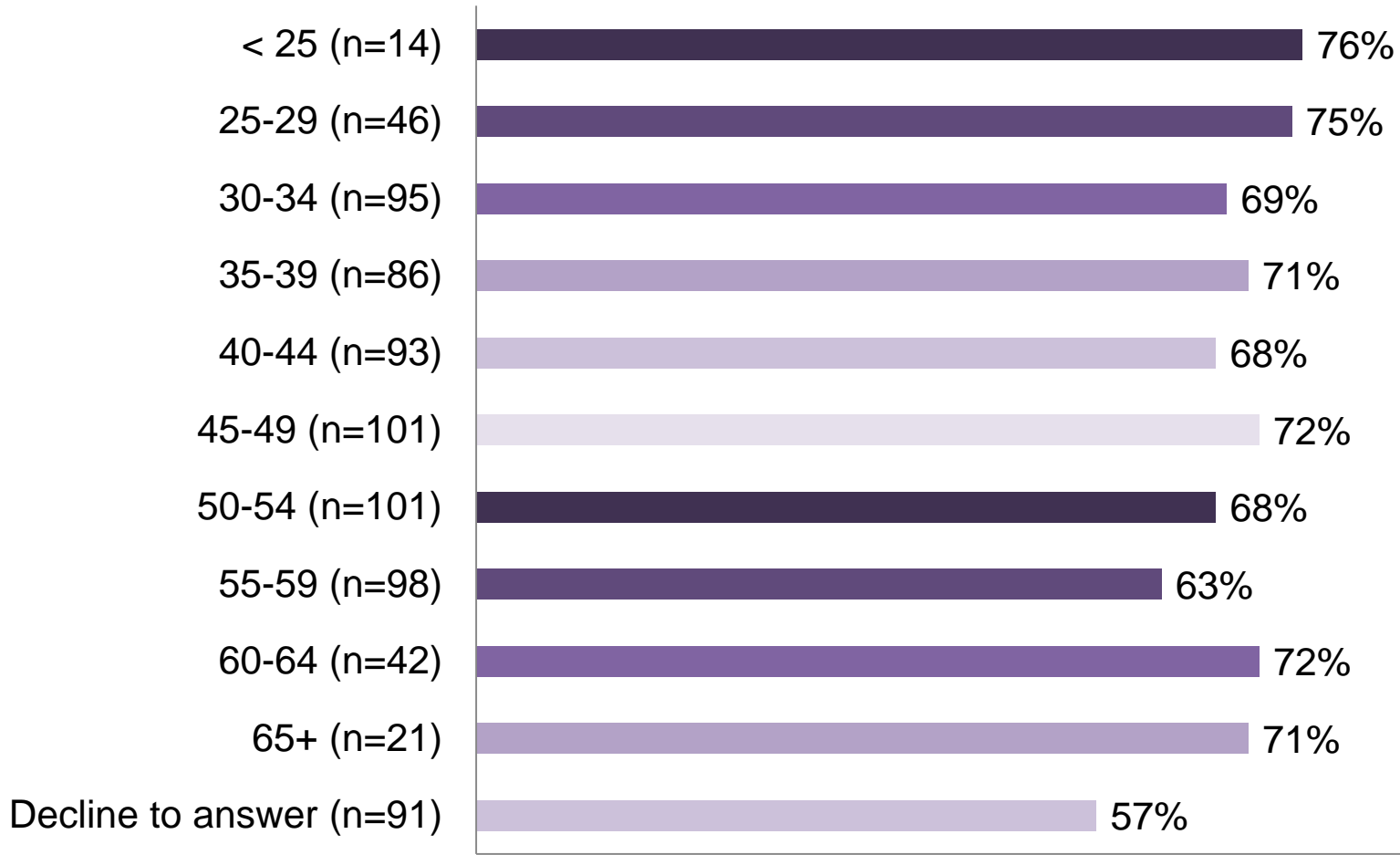
Statements are sorted by highest **negative** response.

Gender (Overall % Positive 1-60)

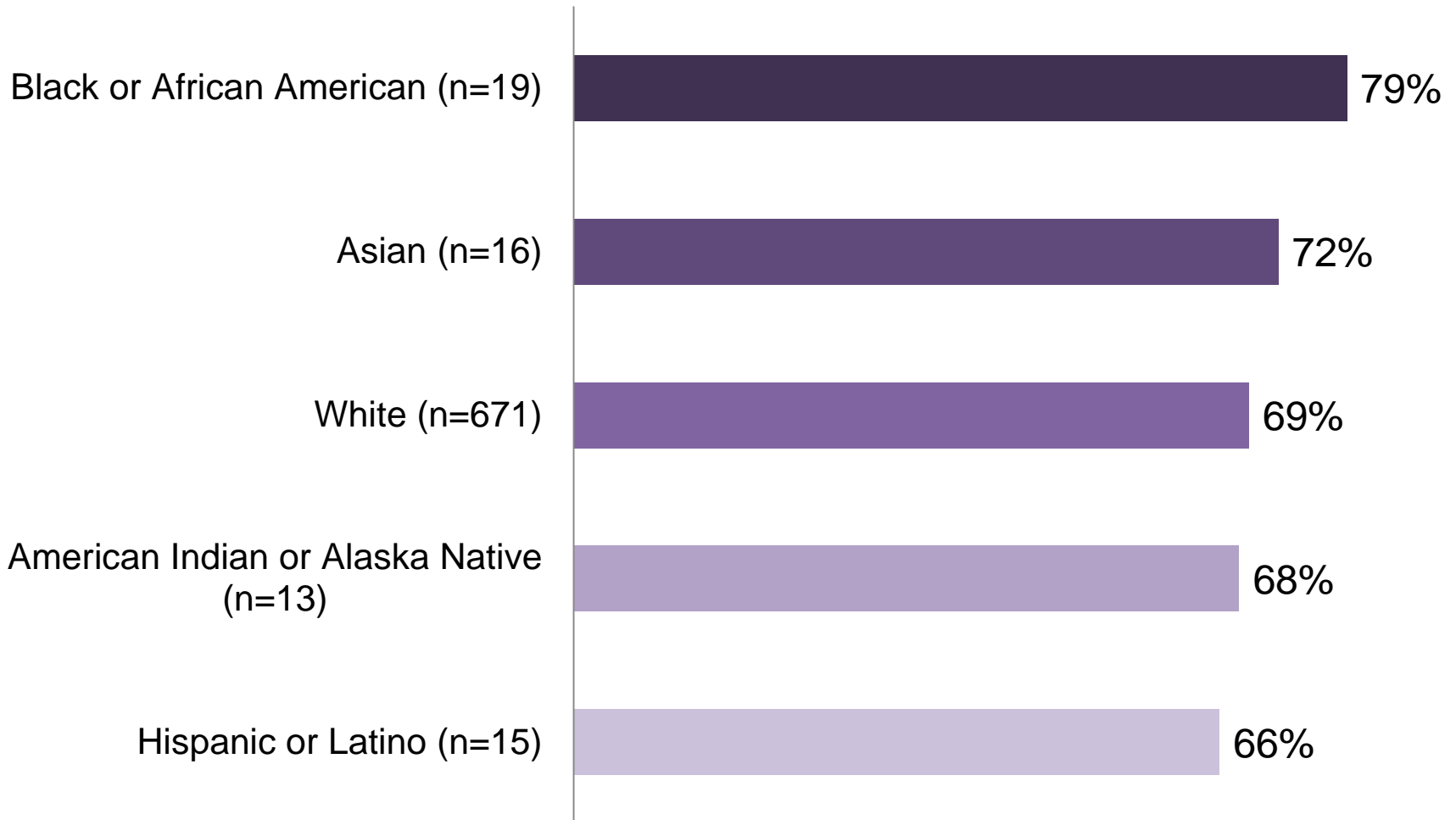


Age

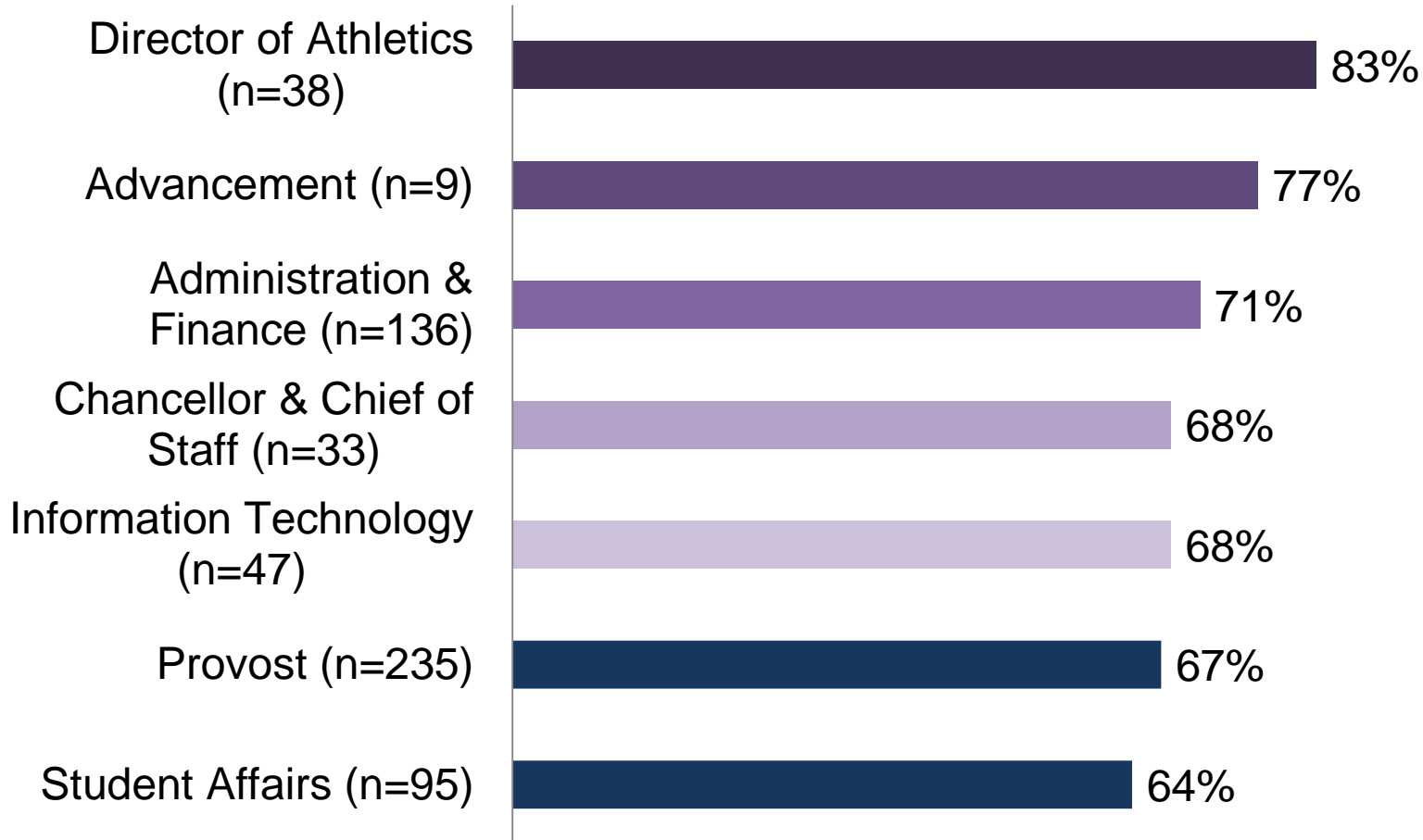
(Overall % Positive 1-60)



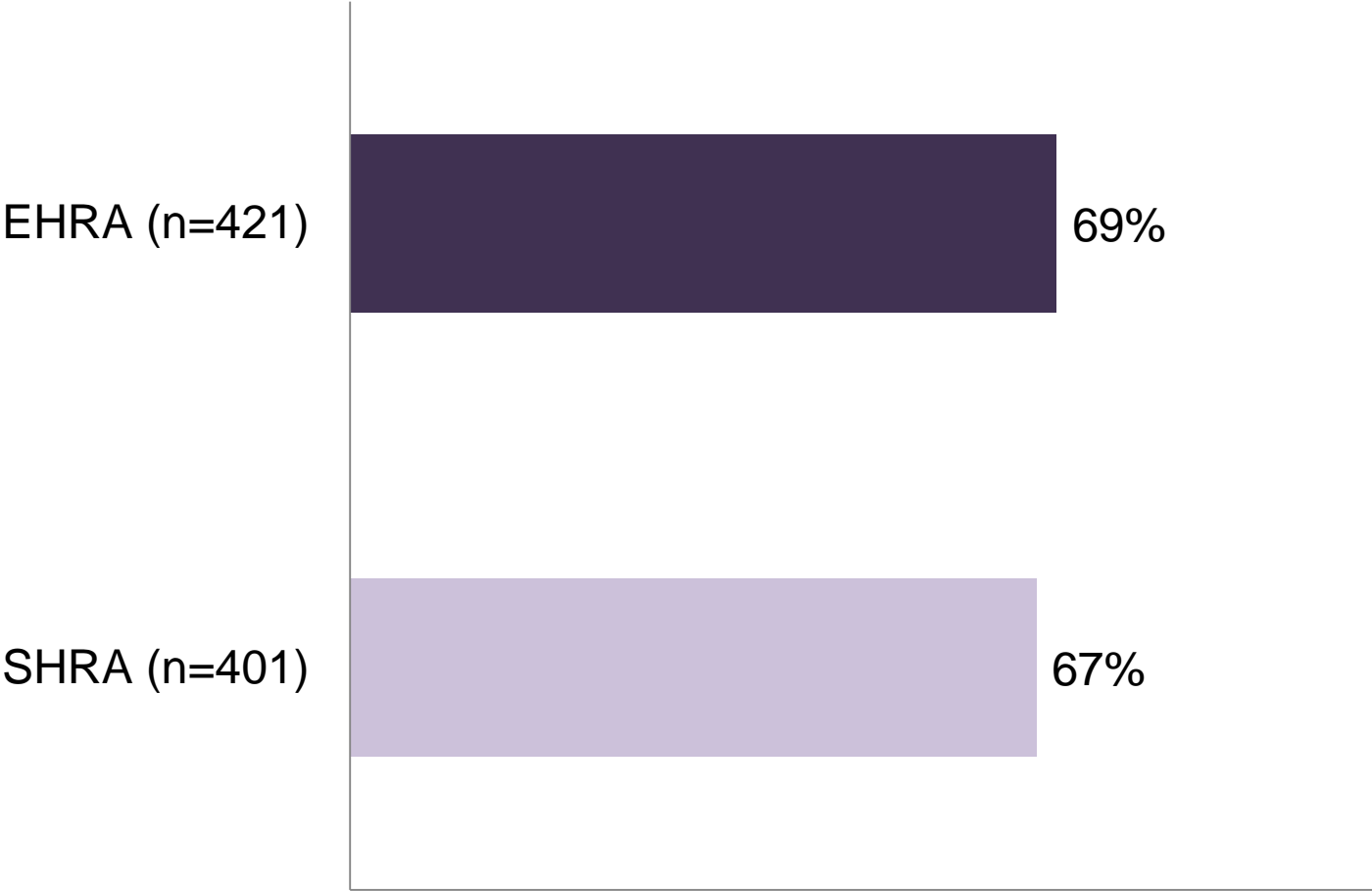
Ethnicity/Race (Overall % Positive 1-60)



VC Area / Division (Overall % Positive 1-60)

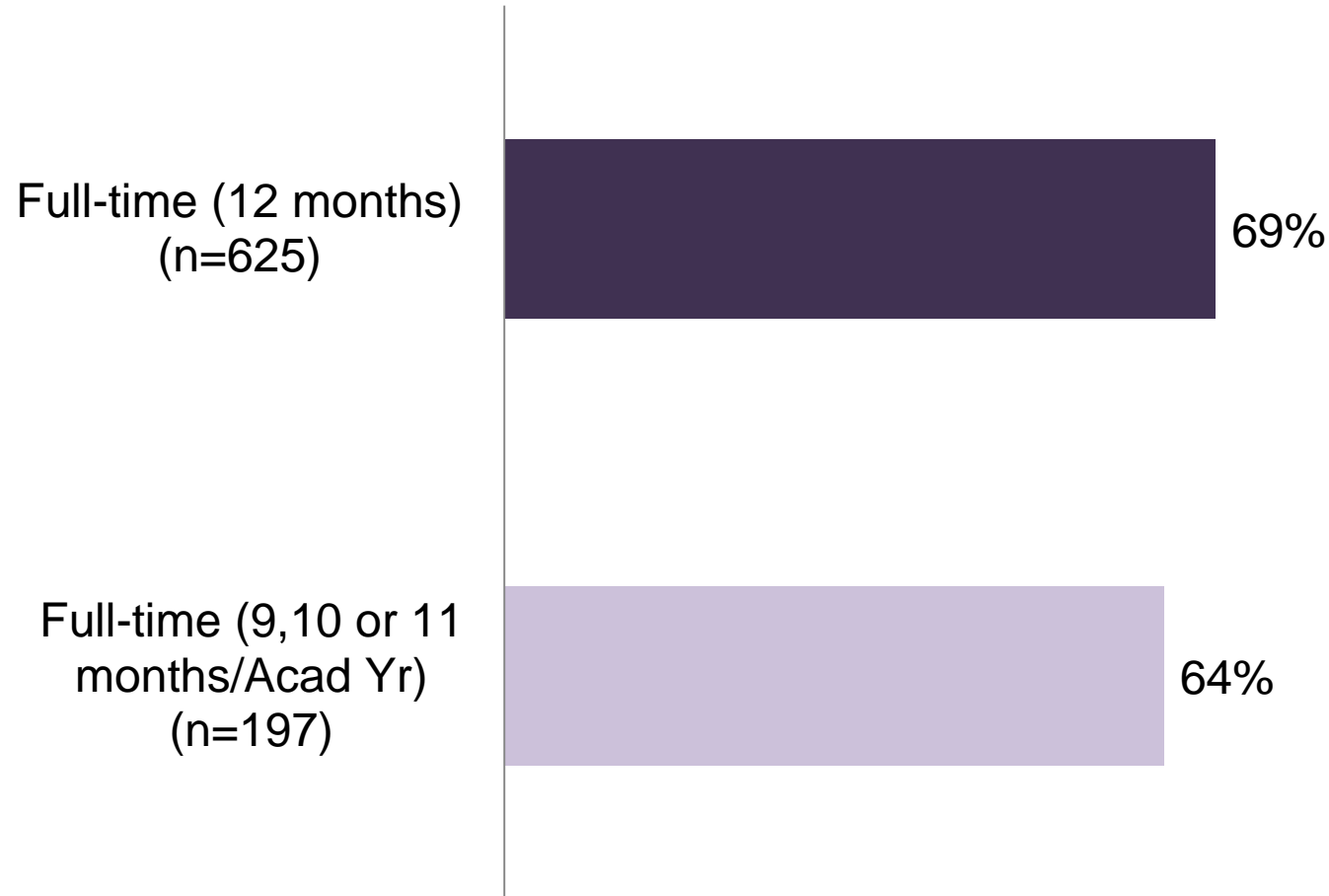


Pre-loaded Employee Group (Overall % Positive 1-60)

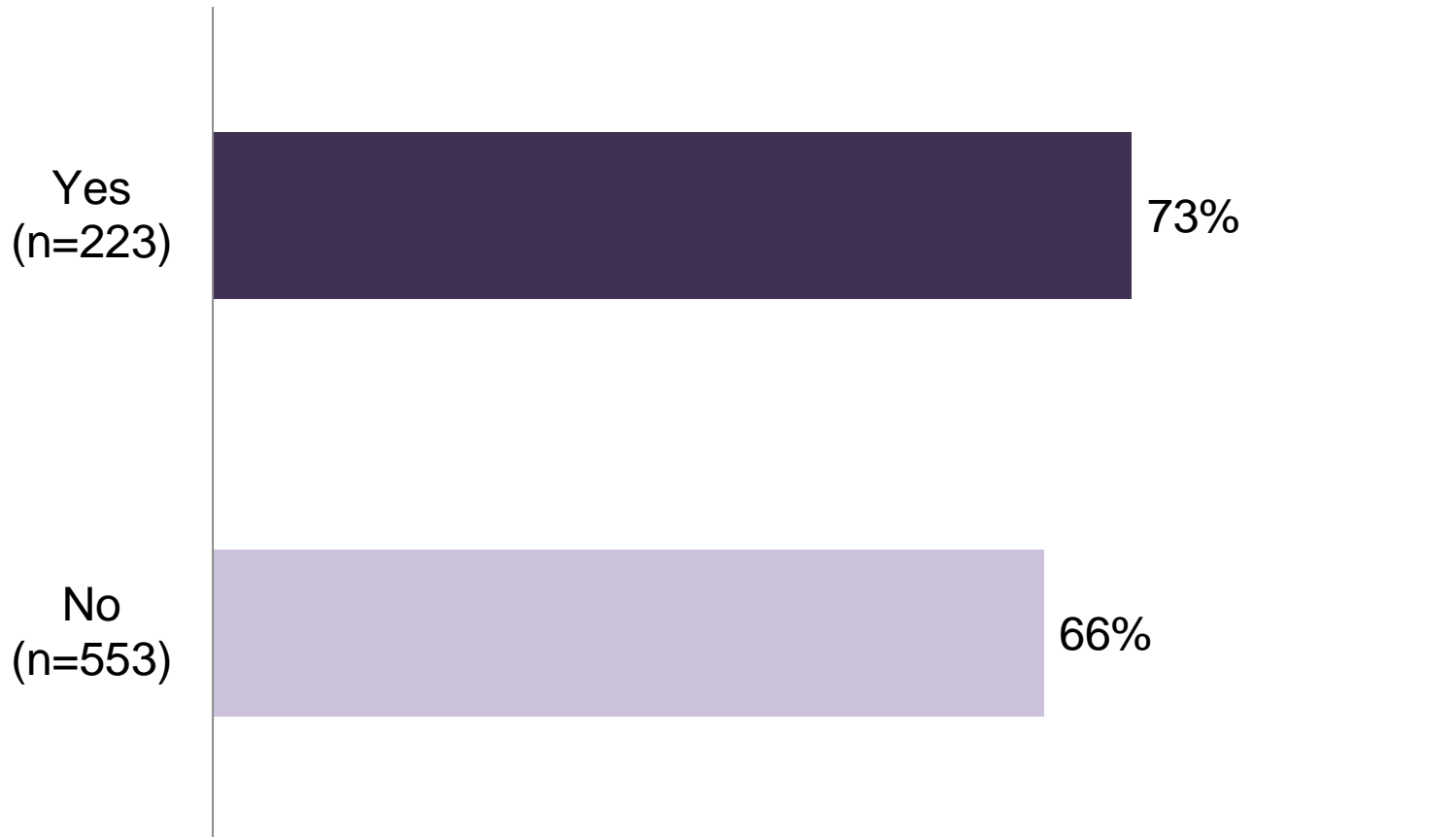


Pre-loaded Employee Appointment Period

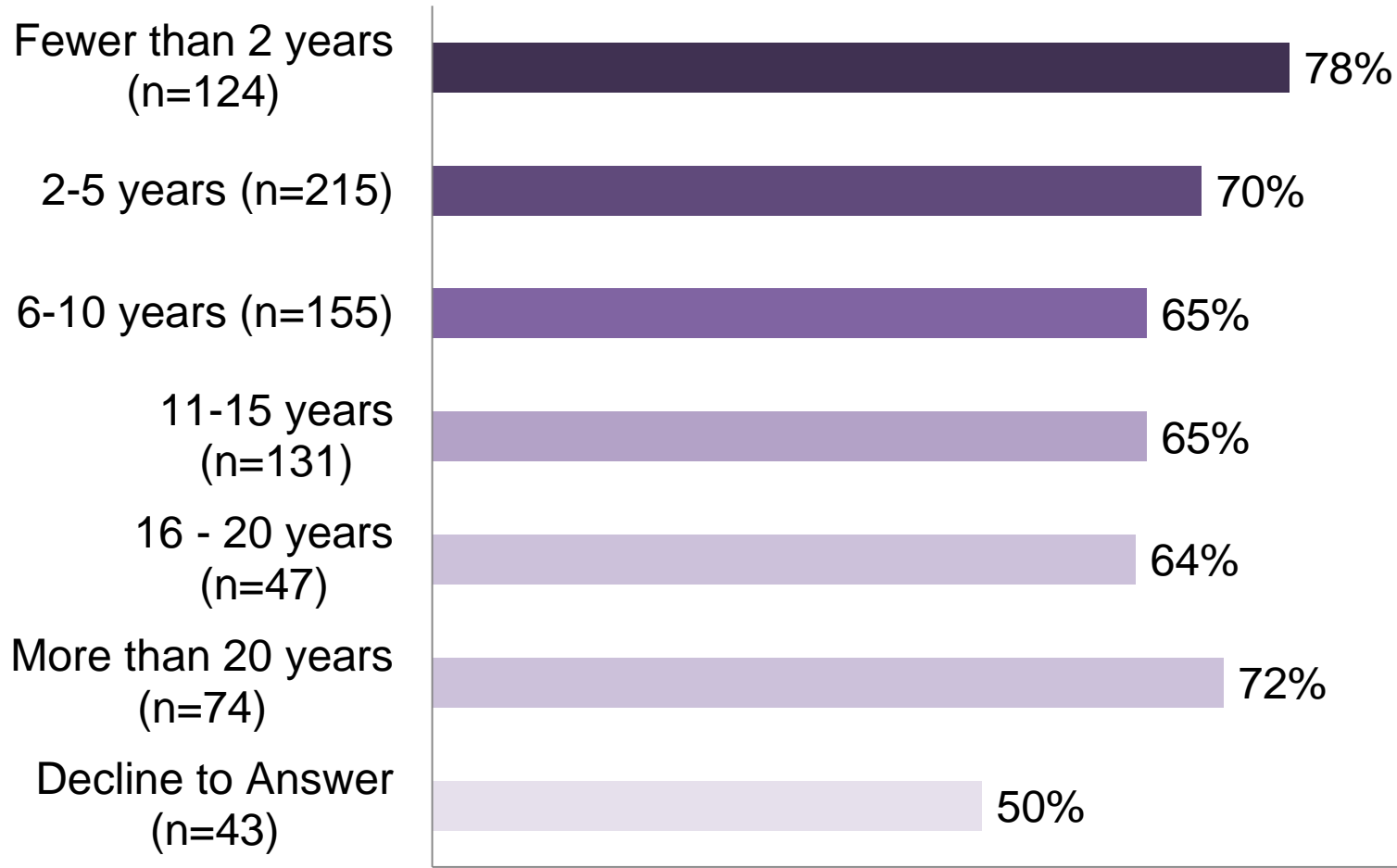
(Overall % Positive 1-60)



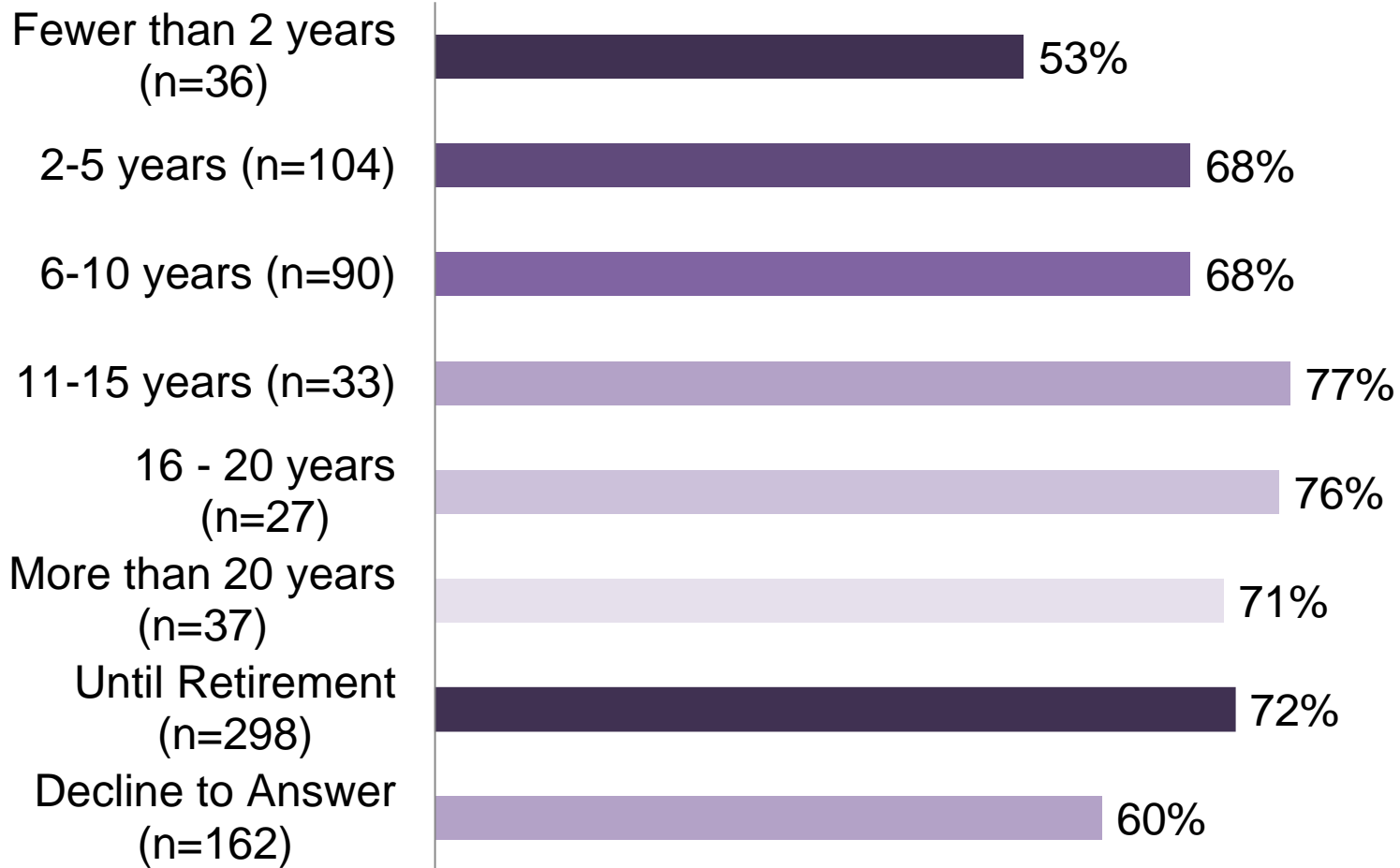
Supervisory Status (Overall % Positive 1-60)



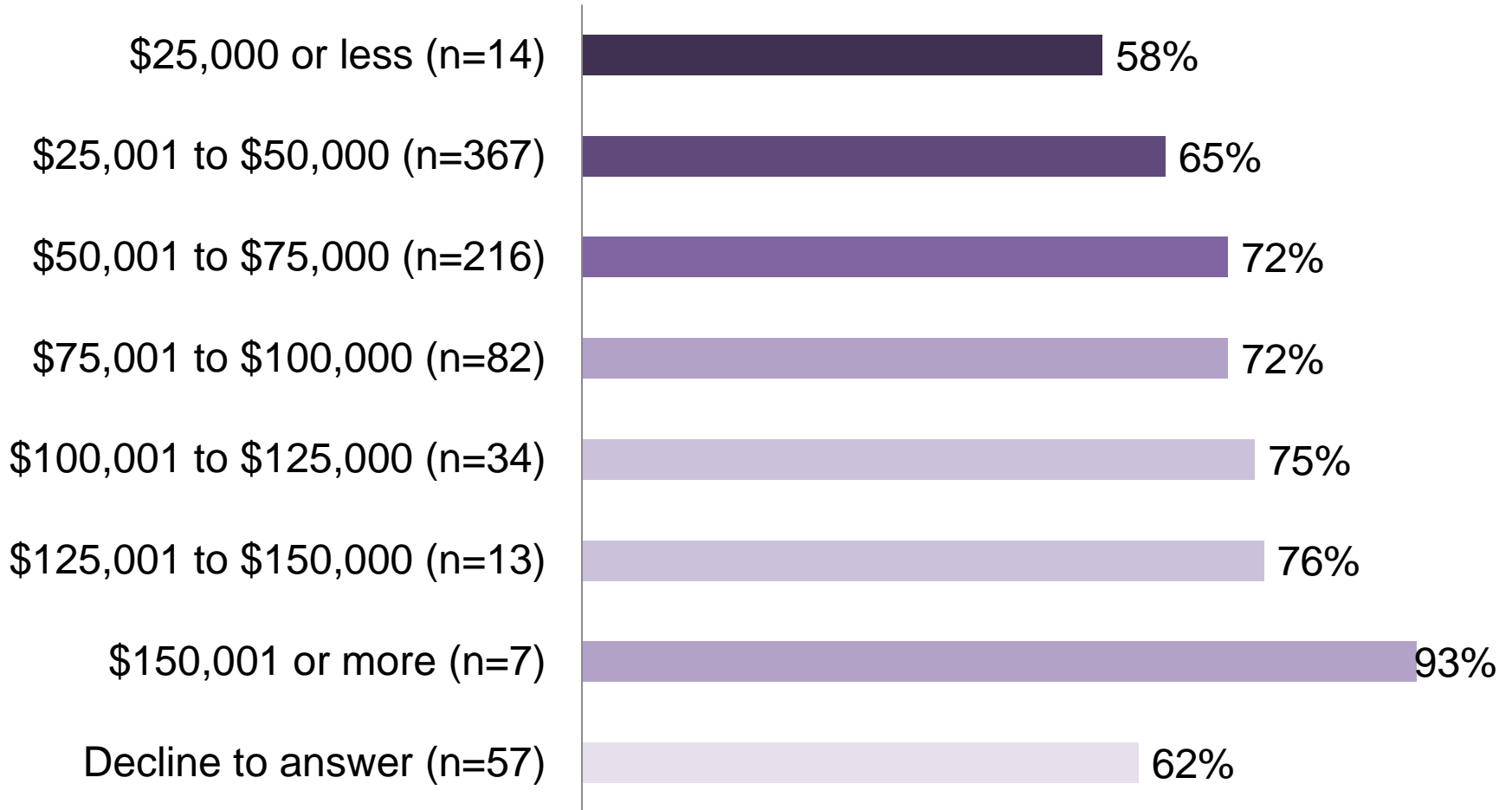
Years at Institution (Overall % Positive 1-60)



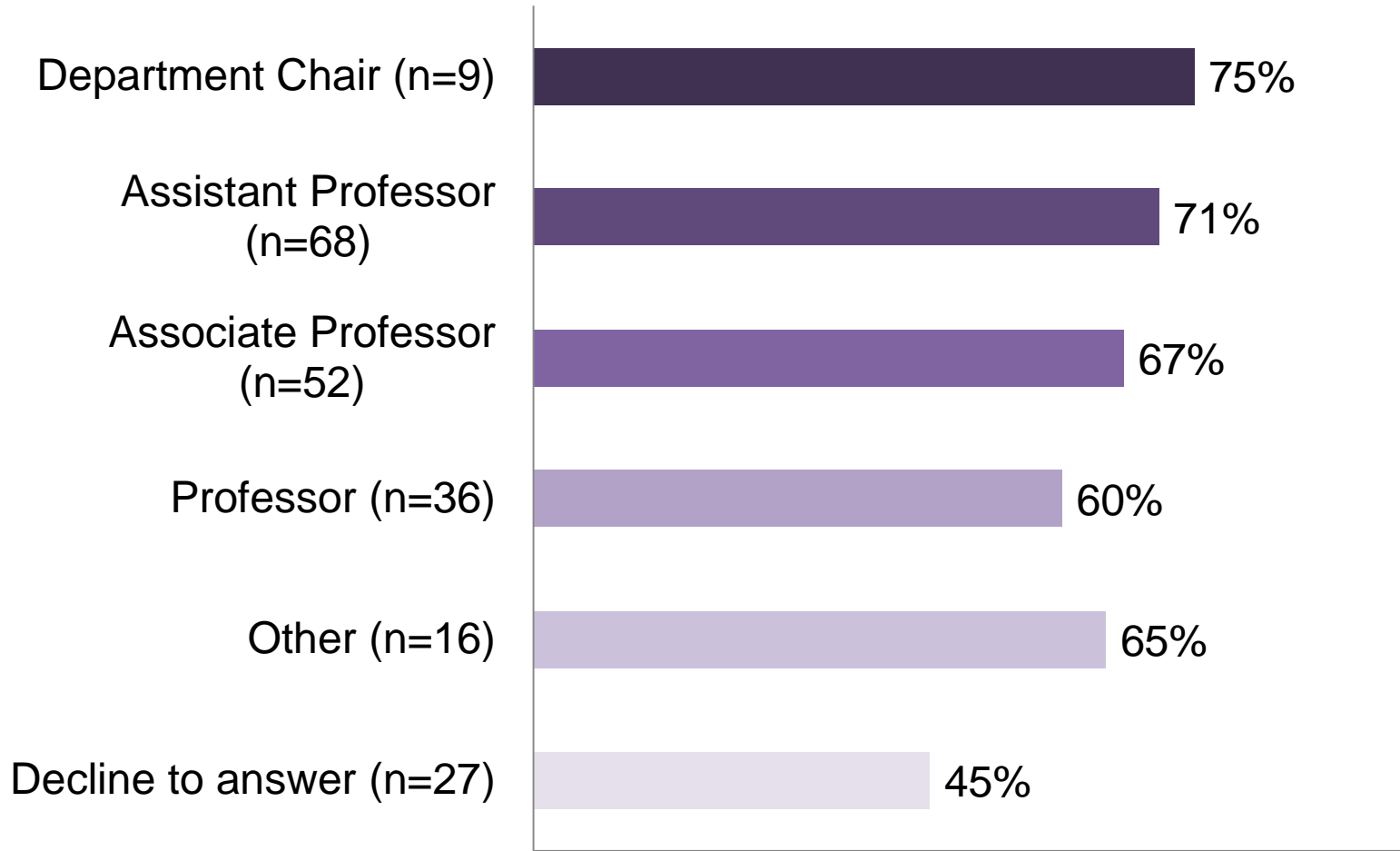
Expect to Stay (Overall % Positive 1-60)



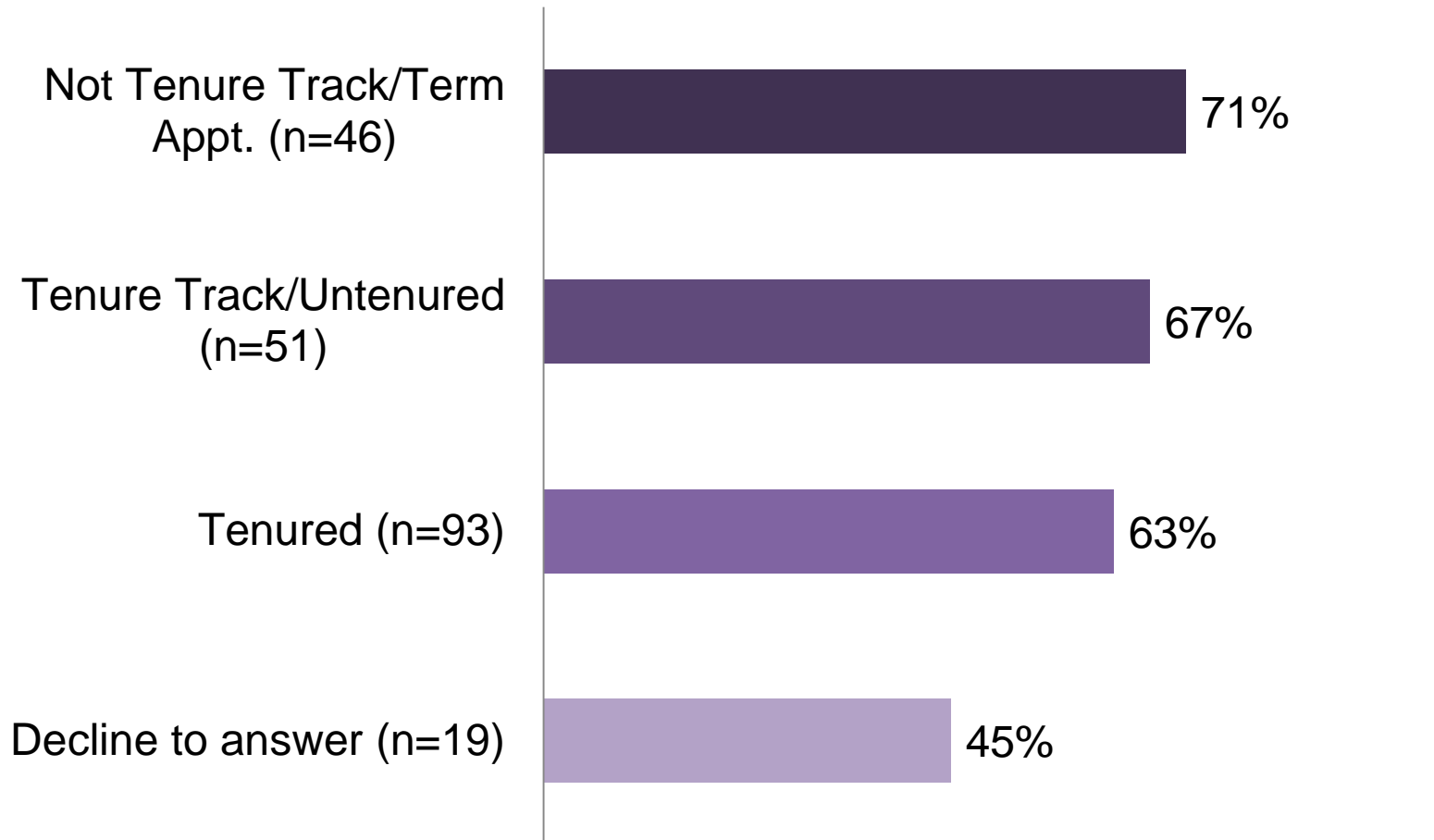
Annual Salary (Overall % Positive 1-60)



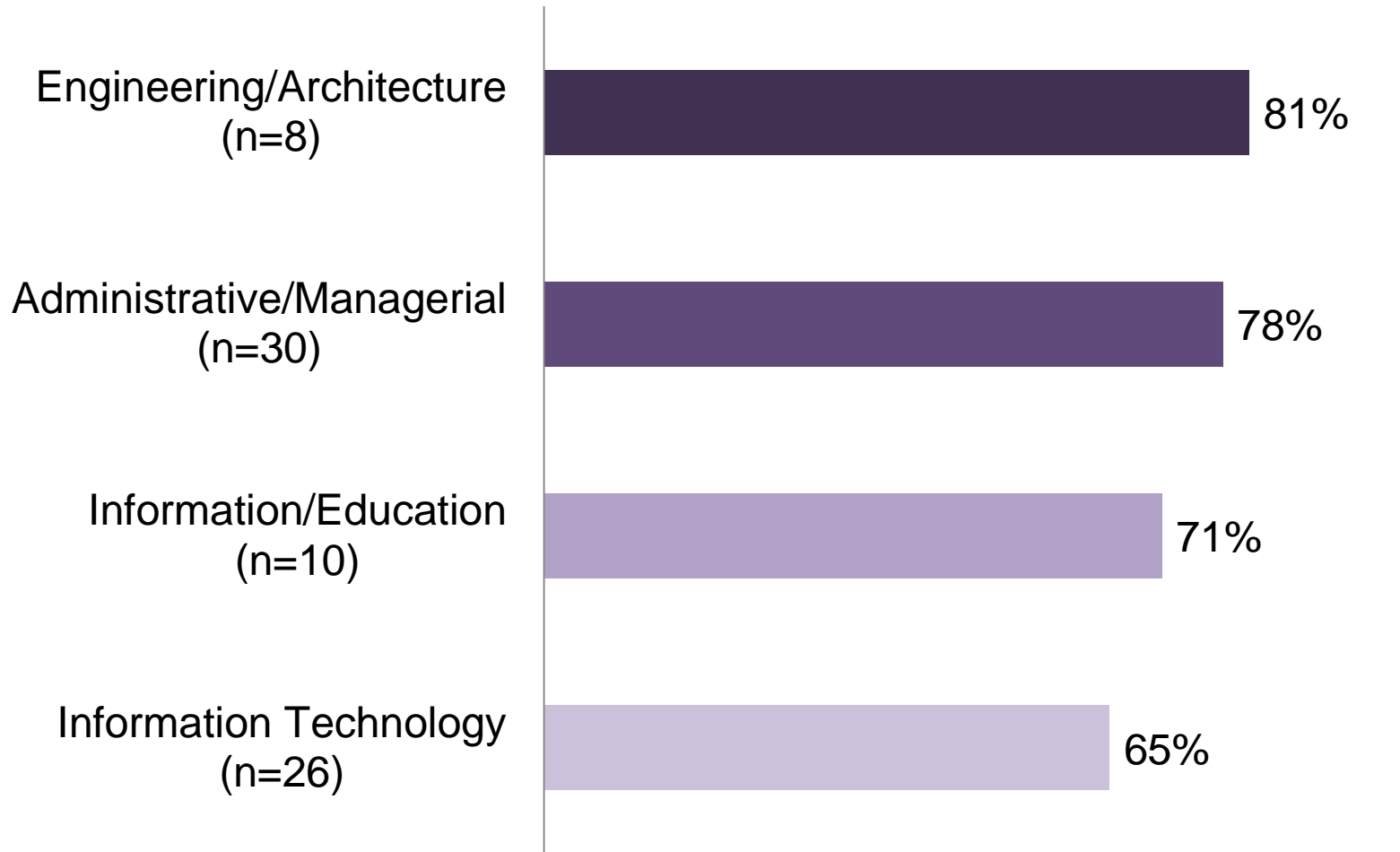
Faculty Appointment (Overall % Positive 1-60)



Tenure Status (Overall % Positive 1-60)

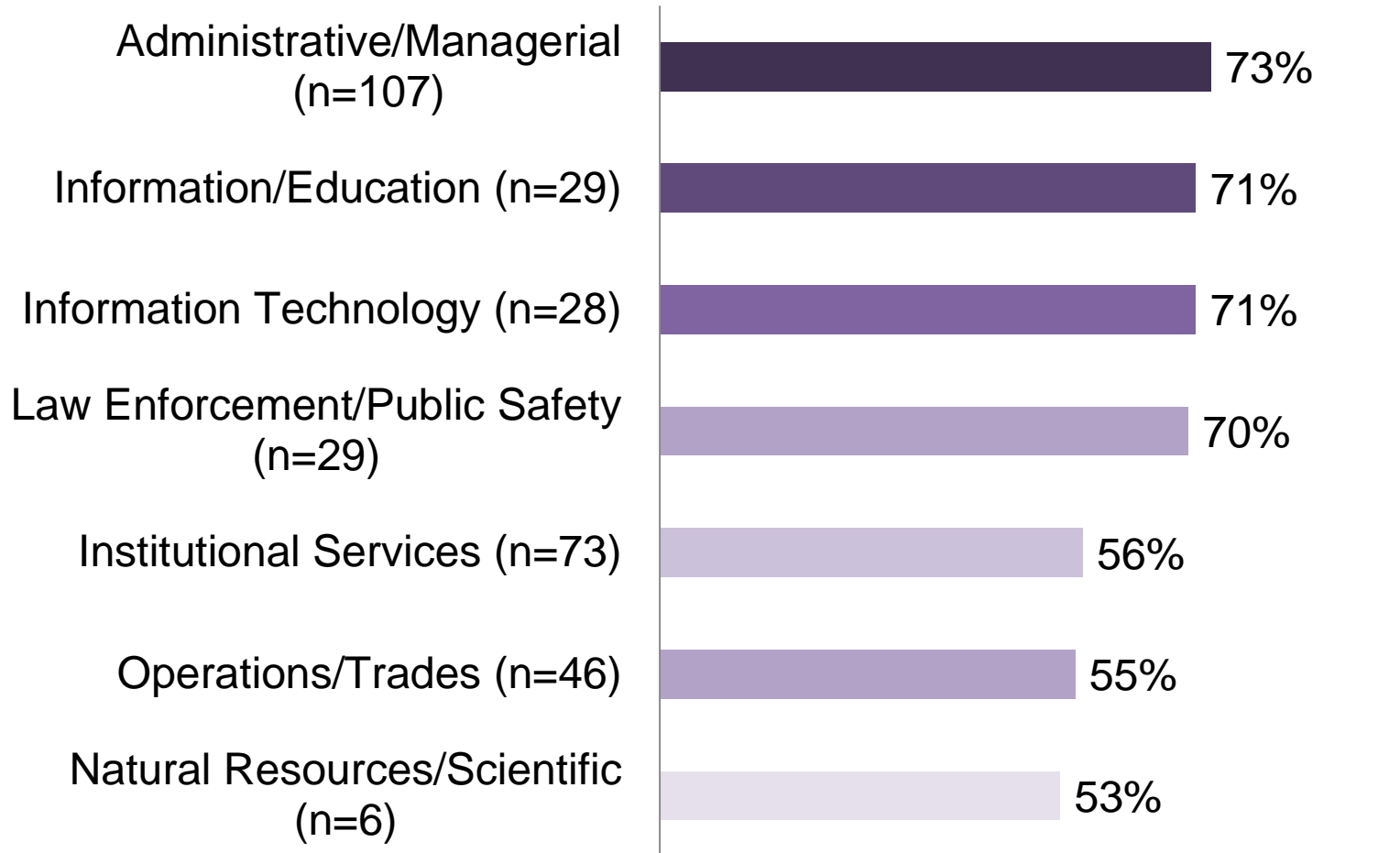


Pre-loaded Job Role – [Exempt Professional Staff] (Overall % Positive 1-60)



Pre-loaded Job Role – [Non-exempt]

(Overall % Positive 1-60)



Years in Current Job Position (Overall % Positive 1-60)

