

# Wichita State University USS-UPS (Combined) Report

Presenting Findings from Wichita State University Employees and  
All (Statewide) University Employees from  
the 2022 Regent Universities USS-UPS Survey



September 2022

Brett Zollinger, Ph.D.  
**Director**

Jian Sun, Ph.D.  
**Assistant Director**

Michael S. Walker, M.S.  
**Research Scholar**

Marisa M. Johnson, M.B.A.  
**Administrative Specialist**

Leslie Watson-Divittore, M.S.  
**Research Coord. Admin. Specialist**

Wesley Davis  
**Graduate Research Assistant**

*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***



Docking Institute of Public Affairs  
Fort Hays State University  
600 Park Street  
Hays, Kansas 67601-4099  
Telephone: (785) 628-4197  
[www.fhsu.edu/docking](http://www.fhsu.edu/docking)

# Wichita State University USS-UPS (Combined) Report

Presenting Findings from Wichita State University Employees and  
All (Statewide) University Employees from  
the 2022 Regent Universities USS-UPS Survey

Prepared By:

Michael S. Walker  
and  
Wesley Davis

Docking Institute of Public Affairs

Copyright © September 2022  
All Rights Reserved

# Contents

<b>Contents</b> .....	<b>i</b>
<b>Introduction</b> .....	<b>1</b>
Introduction .....	1
Methods.....	1
<b>Summary</b> .....	<b>2</b>
<b>Findings</b> .....	<b>4</b>
Table 1: Years of Employment .....	4
<b>Item Importance and Appreciation of Work Performance</b> .....	<b>5</b>
Figure 1: Item Ranking .....	6
Table 2: Additional High Importance Items (Categories).....	7
Figure 2: Appreciation of Work Performed .....	9
<b>Work Morale</b> .....	<b>10</b>
Figure 3: Morale at Work.....	10
Figure 4: Morale Compared to Two Years Ago .....	11
Figure 5: Why Morale Has Worsened .....	12
Figure 6: Why Morale has Improved or Remained the Same.....	13
<b>Wages and Second Job</b> .....	<b>14</b>
Figure 7: Perception of Current Wages.....	15
Figure 8: Have or Consider a Second Job or Other Income .....	16
Figure 9: Why Have/Consider a Second Job or Other Income.....	17
Figure 10: Reasons for Continued University Employment.....	19
<b>Job Satisfaction, Incentives, and Health Insurance</b> .....	<b>20</b>

Figure 11a: Job Satisfaction .....	21
Figure 11b: Job Satisfaction (Continued) .....	22
Table 3: Additional Job Satisfaction Items/Issues (Categories) .....	23
Figure 12a: Incentives or Opportunities .....	25
Figure 12b: Incentives or Opportunities (Continued) .....	26
Table 4: Additional Incentives or Opportunities (Categories) .....	27
Figure 13: Opinions about Health Insurance .....	29
<b>Budget Limitation Impacts .....</b>	<b>30</b>
Figure 14: Opinions about Budget Limitation Impacts .....	31
<b>Different Job .....</b>	<b>32</b>
Figure 15: Looking for Different Job .....	32
Figure 16: Looking for On- and/or Off-Campus Job.....	33
Table 5: Additional Comments.....	34
<b>Appendix A, B, C, and D included individual comments and were removed to maintain confidentiality as explained in the survey</b>	
<b>Appendix E: Survey.....</b>	<b>82</b>
Email Invitation – 2022 Regent Universities USS-UPS Survey .....	82
2022 Regent Universities USS-UPS Survey Instrument.....	83

# 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 all WSU survey respondents (WSU USS and UPS employees combined) and survey respondents from all six universities (USS and UPS from all universities combined).

## 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 14<sup>th</sup>, April 21<sup>st</sup>, and April 26<sup>th</sup>.

Regarding Wichita State University, emails were sent to 1,652 USS and UPS employees. The Institute received a total of 619 completed surveys.

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 Wichita State University. Responses to each survey question are provided for all (Statewide) Employees and all WSU Employees. Responses are shown in tables and figures.

The Docking Institute's independent analysis shows the following:

- Larger percentages of WSU Employees than Statewide Employees have been employed at their universities for less 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 (78.9% of Statewide Employees and 80% of WSU Employees). The item with the next highest percentages ranking it first is "recognition for work performed" at 13.8% among Statewide Employees and 11% among WSU Employees.
- Regarding work appreciation, most respondents (both statewide and WSU) report that their "work is greatly appreciated" by their immediate supervisors and co-workers. A larger percentage of WSU Employees (52.5%) than Statewide Employees (46.8%) report that their "work is greatly appreciated" by department heads.
- Regarding work morale, a larger percentage of WSU Employees (21%) than Statewide Employees (18.1%) rate their morale as "extremely positive." The single largest percentages of both groups rate their morale as "somewhat positive" (42.9% WSU and 42.9% Statewide).
- A smaller percentage of WSU Employees (43.5%) than Statewide Employees (48.6%) report that their morale has worsened "compared to two years ago."
- Of those reporting worsening morale, 47.6% of WSU Employees report that "salary increases have not kept up with costs," and 41.7% of Statewide Employees report that they "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, 37.2% of WSU Employees and 34.9% of Statewide Employees report that "the morale of those around me has improved."
- Larger percentages of both Statewide Employees and WSU Employees regard their wages as at least somewhat unreasonable (51.2% and 55.5%, respectively) than consider their wages as at least somewhat reasonable (42.2% and 38.9%), respectively.
- A smaller percentage of WSU Employees (28.4%) than Statewide Employees (32%) report having a second job. Of those without second jobs, 42.4% of WSU Employees and 40.8% of Statewide Employees report "considering taking a second job."
- Of those with second jobs or considering taking second jobs, 48.9% and 44.8% (WSU 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 (at least 50% of WSU and Statewide Employees) report that health insurance benefits, stable work, enjoyable work, and to maximize their retirement benefits are reasons to remain at the university.
- Regarding job satisfaction, more than 80% of WSU Employees and Statewide Employees “agree” or “strongly agree” that they “enjoy the things they do at work.” About 80% of both groups “agree” or “strongly agree” that they are “sufficiently trained to complete their duties.” About 75% or more “agree” or “strongly agree” that they have “generally positive work environments.” More than half of WSU Employees and Statewide Employees “agree” or “strongly agree” that their workloads are “reasonable.”
- Regarding important incentives or opportunities, about 43.3% of WSU Employees and 41.5% of Statewide Employees consider “flextime or flexible hours” as “very important.” About 34% of both groups consider “improved healthcare benefits” as “very important.”
- When asked about the value of health insurance, about a third of both groups rate it “fair value and high cost” and about a third of both groups rate it as “fair value at fair cost.”
- When asked about the impact of budget limitations, 70.1% of WSU Employees and 71.5% of Statewide Employees report that budget limitations have led to an “increase in duties.”
- 41.5% of Statewide Employees and 42.3% of WSU Employees reported looking for a different job within the past year or so. Of those looking for a different job, 57.3% of Statewide Employees and 50.2% of WSU Employees report that they are interested in other ON-CAMPUS employment, and in response to a separate question, 90.9% and 92.6% (Statewide and WSU, 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 Employees and WSU Employees.

Table 1 shows that larger percentages of WSU Employees than Statewide Employees have been employed at their universities for less than 10 years.

Table 1: Years of Employment

	Statewide Employees		WSU Employees	
	Freq.	Percent	Freq.	Percent
0-4 years	1,323	32.7	229	37.0
5-9 years	962	23.8	161	26.0
10-14 years	526	13.0	78	12.6
15-19 years	447	11.0	56	9.0
20 years or more	792	19.6	95	15.3
Total	4,050	100	619	100

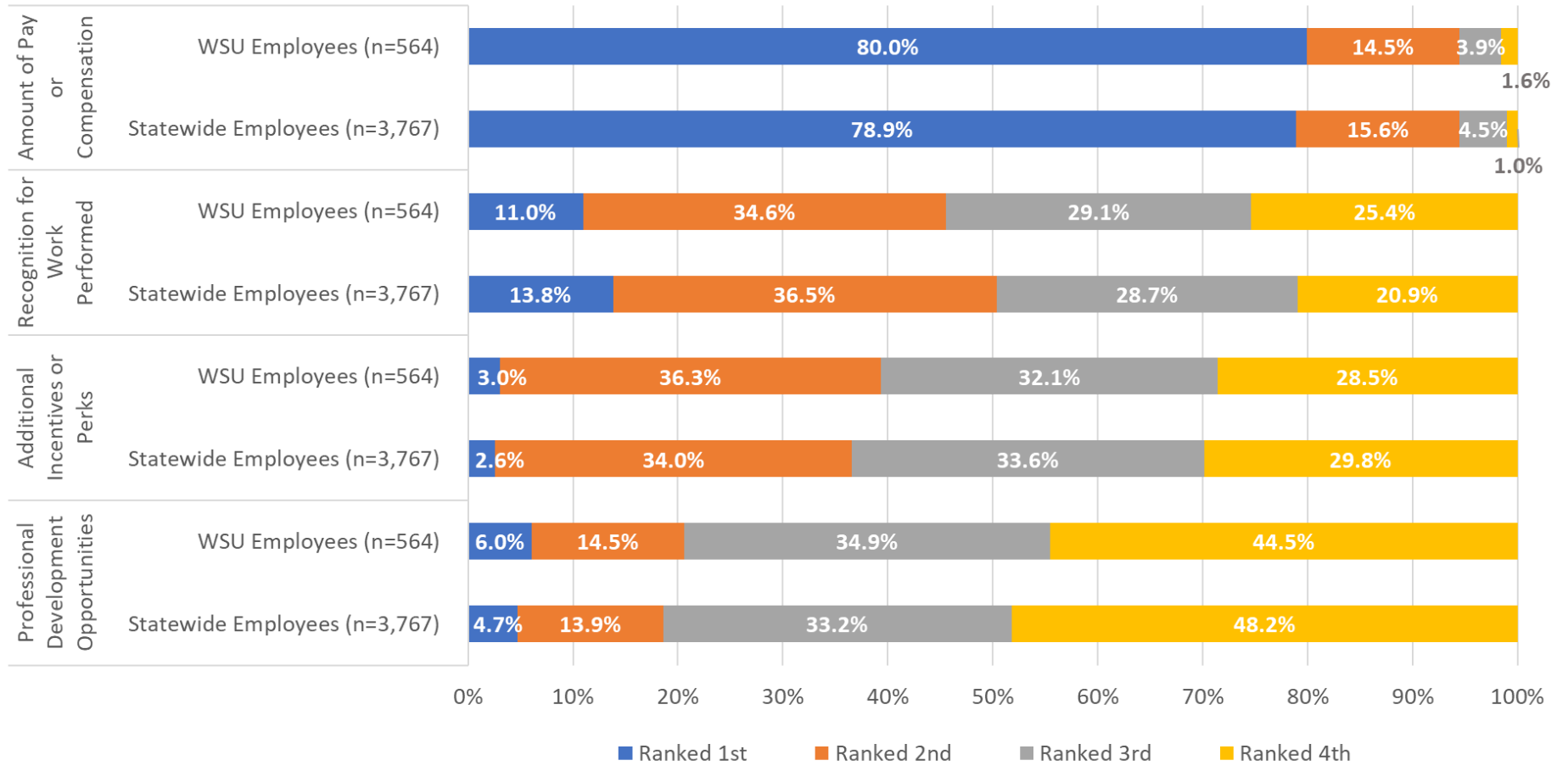
## Item Importance and Appreciation of Work Performance

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

When asked to rank (from first to fourth) the importance of various items, “amount of pay or compensation” was ranked first among most respondents (78.9% of Statewide Employees and 80% of WSU Employees). The item with the next highest percentages ranking it first is “recognition for work performed” at 13.8% among Statewide Employees and 11% among WSU Employees.

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, ranked by Statewide Employees. (NOTE: Some respondents provided more than one item. The categories below show the first item listed.) Appendix A shows all responses from WSU Employees.

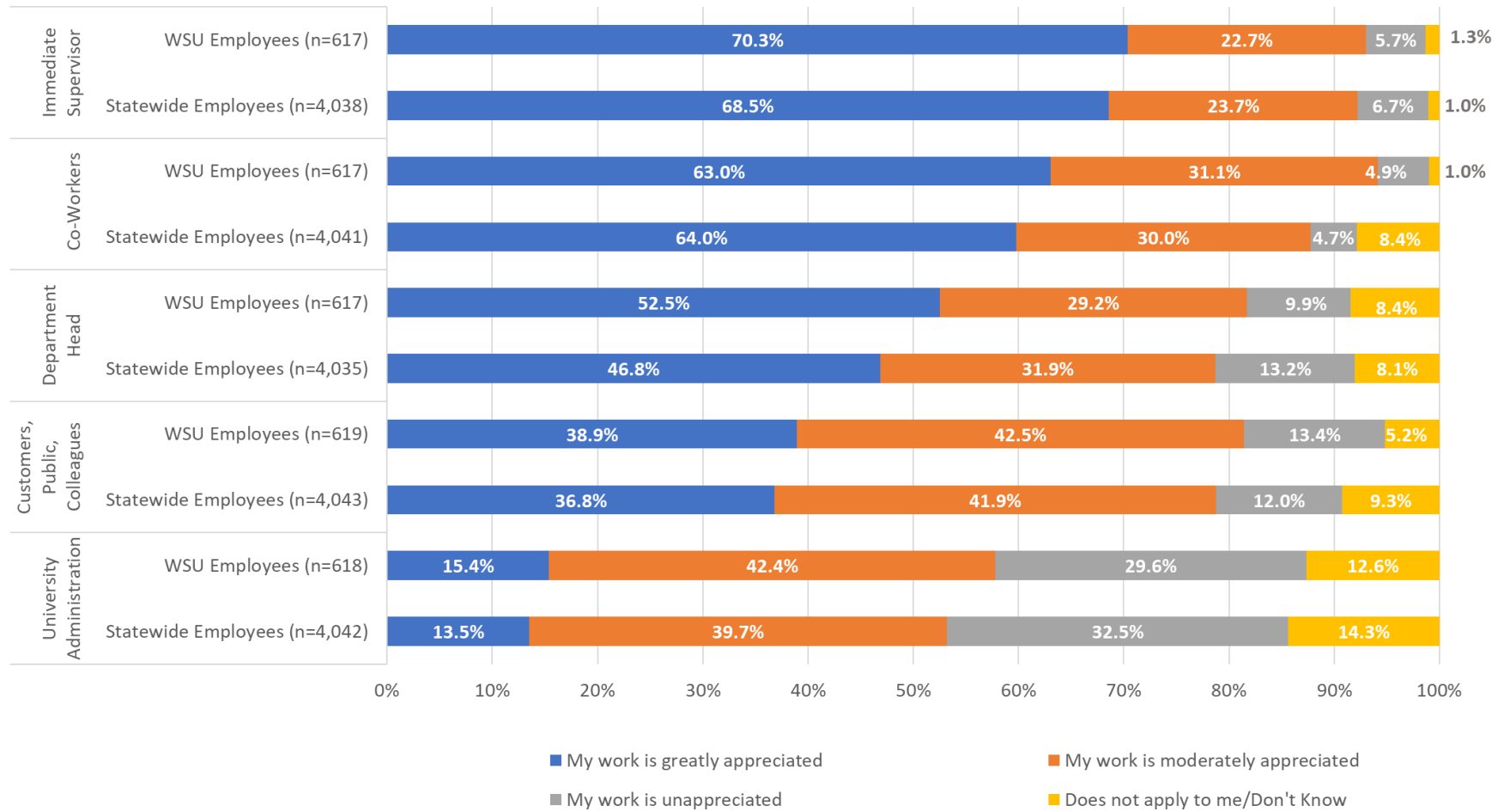
Table 2: Additional High Importance Items (Categories)

	Statewide Employees		WSU Employees	
	Freq.	Percent	Freq.	Percent
Healthy workplace culture, inclusion, sense of belonging	173	12.8	24	13.0
Respect, to be included in decision-making, have autonomy	161	11.9	27	14.6
Flexible work hours & shifts, four-day work week	146	10.8	19	10.3
Better work-life balance, adequate time-off, appropriate workload	146	10.8	24	13.0
Doing meaningful work, mentoring opportunities, collaboration	134	9.9	17	9.2
Opportunities for advancement, continuous learning, stability in employment	118	8.7	9	4.9
For pay/title/duties to correlate, valued/compensated for experience, cost of living pay increases	112	8.3	26	14.1
Better/more extensive benefits package, tuition assistance, paid time-off, parking	87	6.4	8	4.3
Adequate staffing/funding/resources	82	6.0	7	3.8
Opportunities for remote work, hybrid work	66	4.9	10	5.4
More equity & fairness, better workplace safety	63	4.6	5	2.7
More knowledgeable management, transparency, communication	58	4.3	9	4.9
Other comment	10	0.7	0	0.0
	1,356	100.0	185	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 WSU Employees (52.5%) than Statewide Employees (46.8%) 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 WSU Employees (21%) than Statewide Employees (18.1%) rate their morale as “extremely positive.” The single largest percentages of both groups rate their morale as “somewhat positive” (42.9% WSU and 42.9% Statewide).

Figure 3: Morale at Work

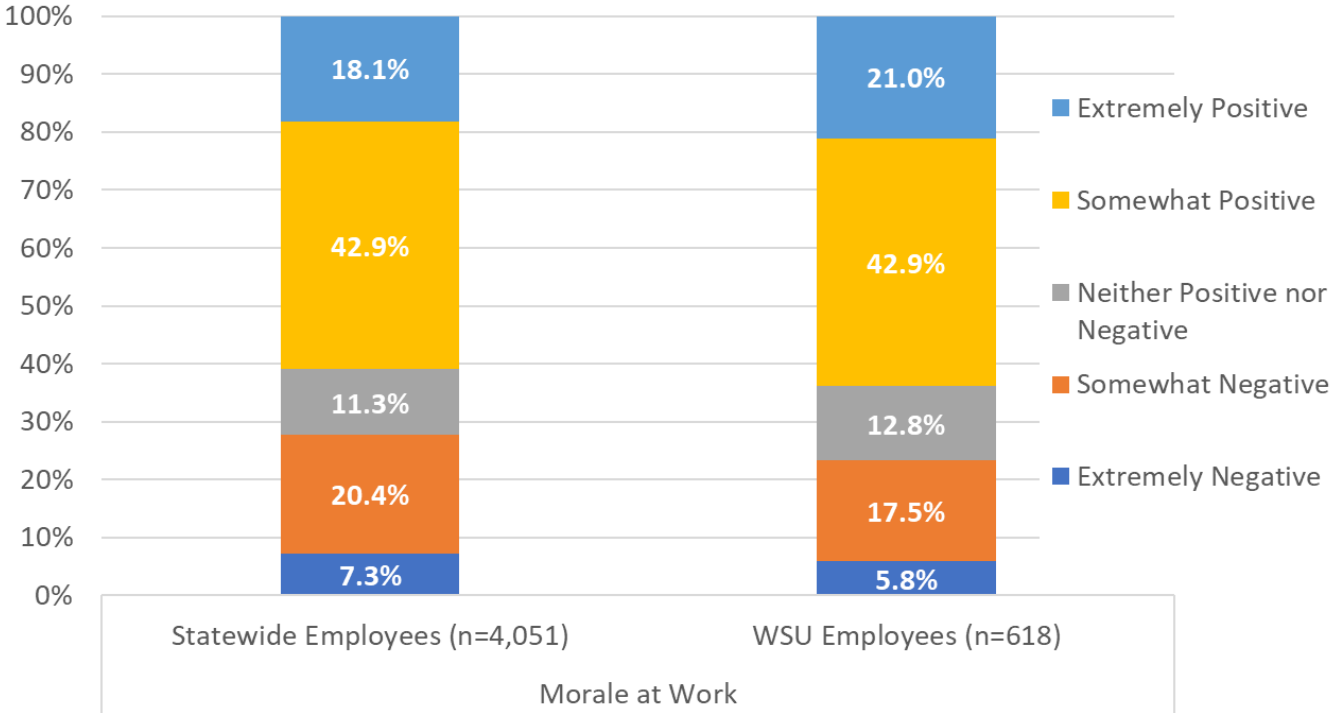
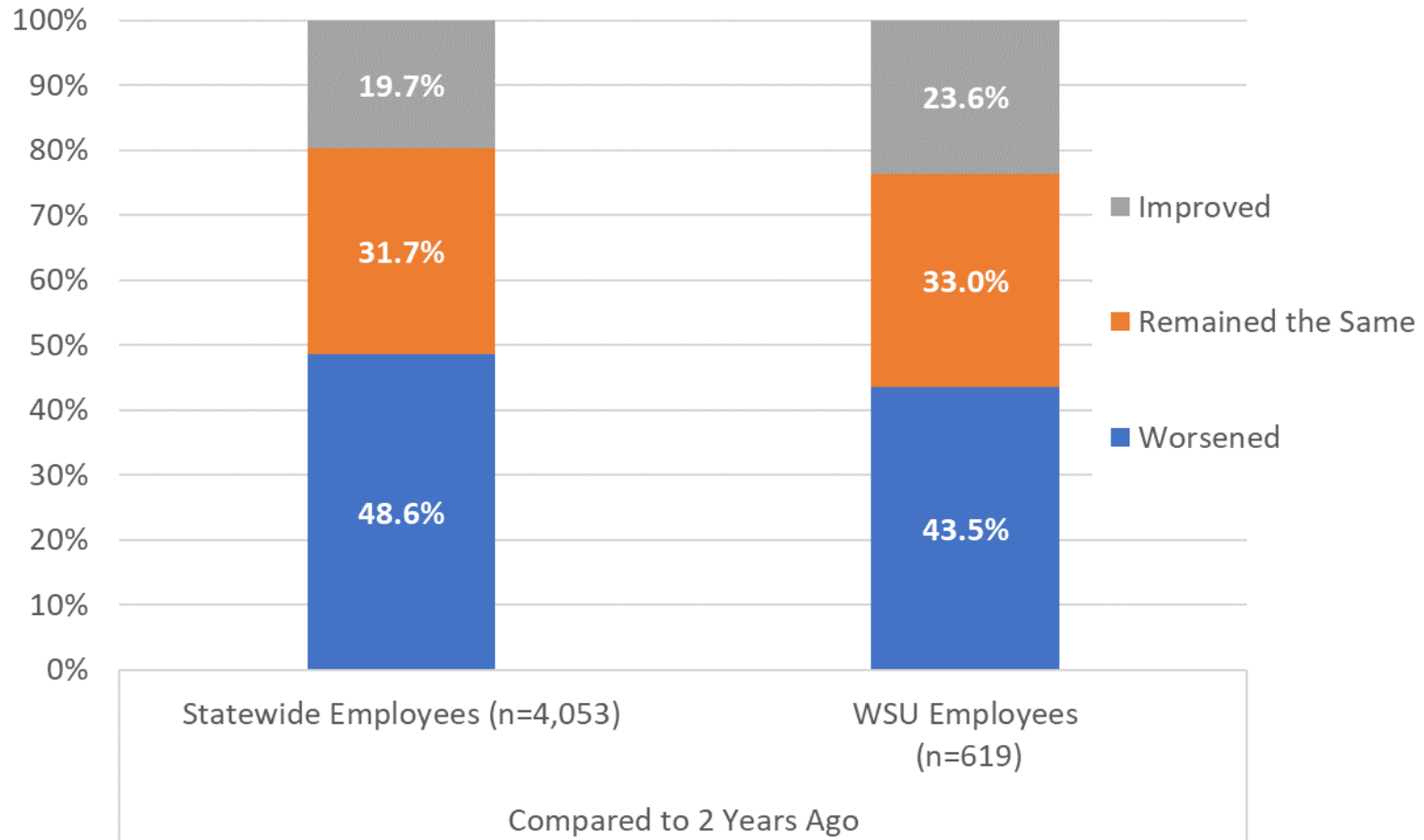


Figure 4 shows that a smaller percentage of WSU Employees (43.5%) than Statewide Employees (48.6%) report that their morale has worsened “compared to two years ago.”

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 47.6% of WSU Employees report that “salary increases have not kept up with costs,” while 41.7% of Statewide Employees report that they “had to take on additional work duties with no/minimal increases in pay.”

Figure 5: Why Morale Has Worsened

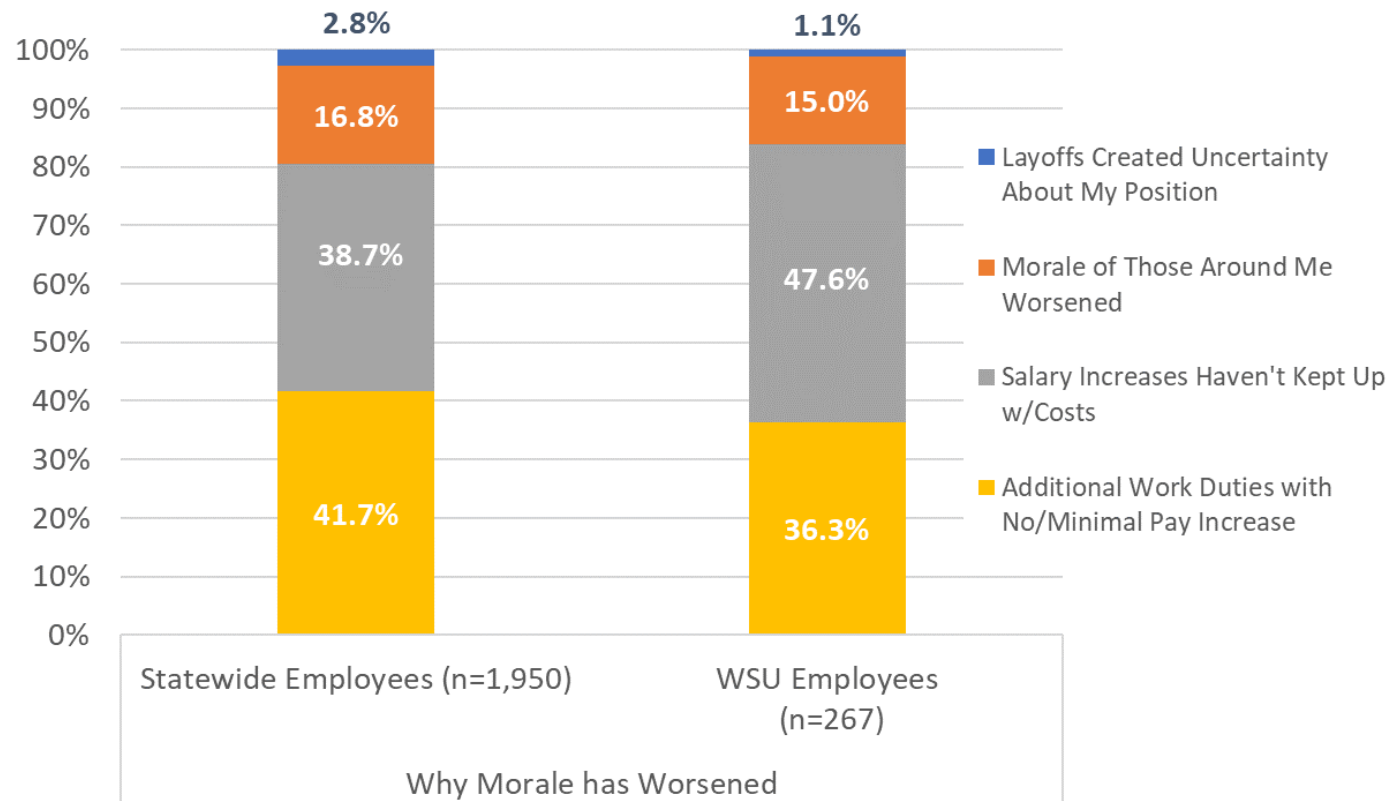
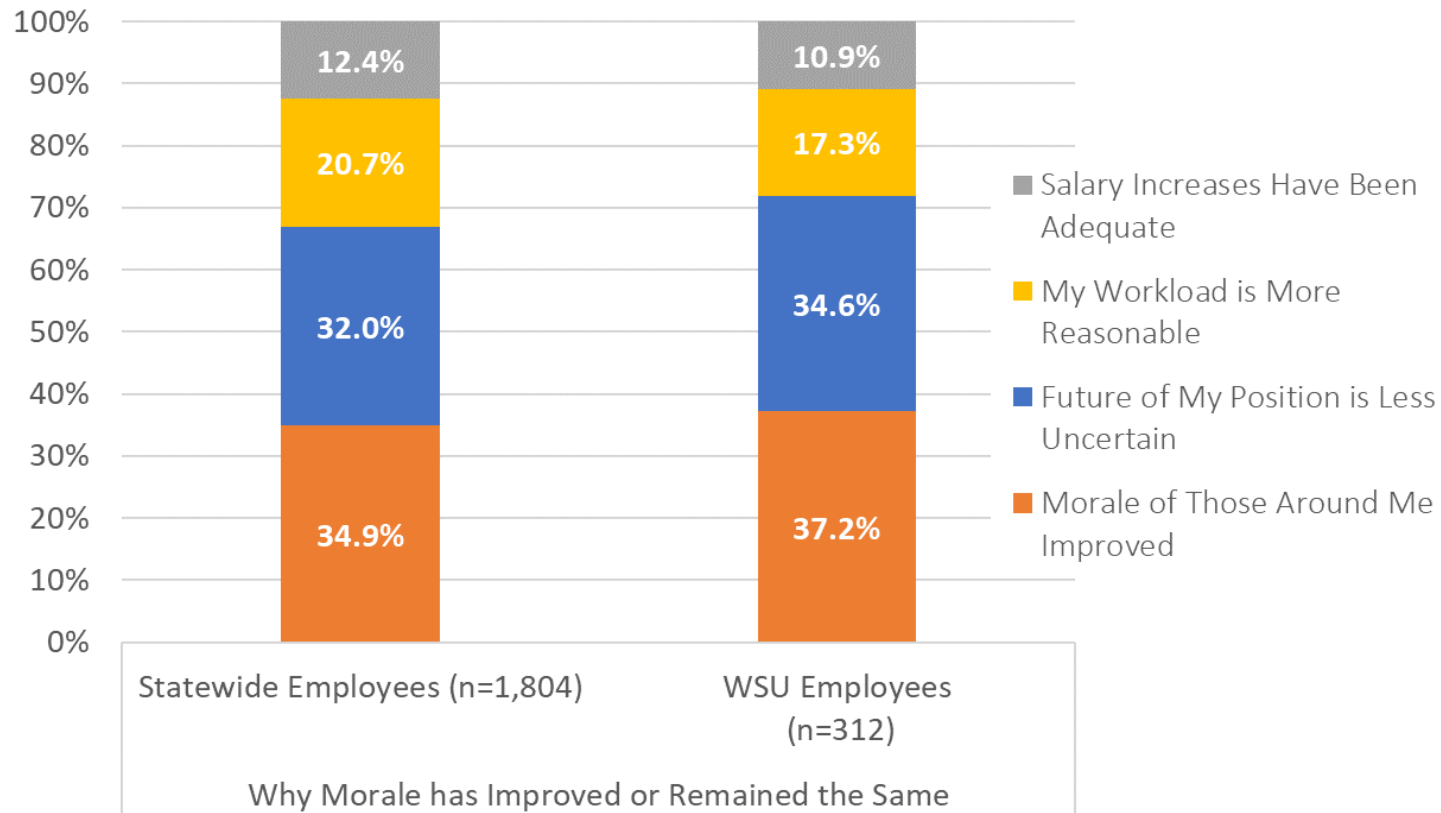


Figure 6 shows that, of those reporting that their morale improved, when asked why it had improved, 37.2% of WSU Employees and 34.9% of Statewide Employees report that “the morale of those around me has improved.”

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 larger percentages of both Statewide Employees and WSU Employees regard their wages as *at least somewhat unreasonable* (51.2% and 55.5%, respectively) than consider their wages as *at least somewhat reasonable* (42.2% and 38.9%), respectively.<sup>1</sup>

---

<sup>1</sup> *At least somewhat unreasonable* includes “Extremely Unreasonable,” “Unreasonable,” and “Somewhat Unreasonable.” *At least somewhat reasonable* includes “Extremely Reasonable,” “Reasonable,” and “Somewhat Unreasonable.”

Figure 7: Perception of Current Wages

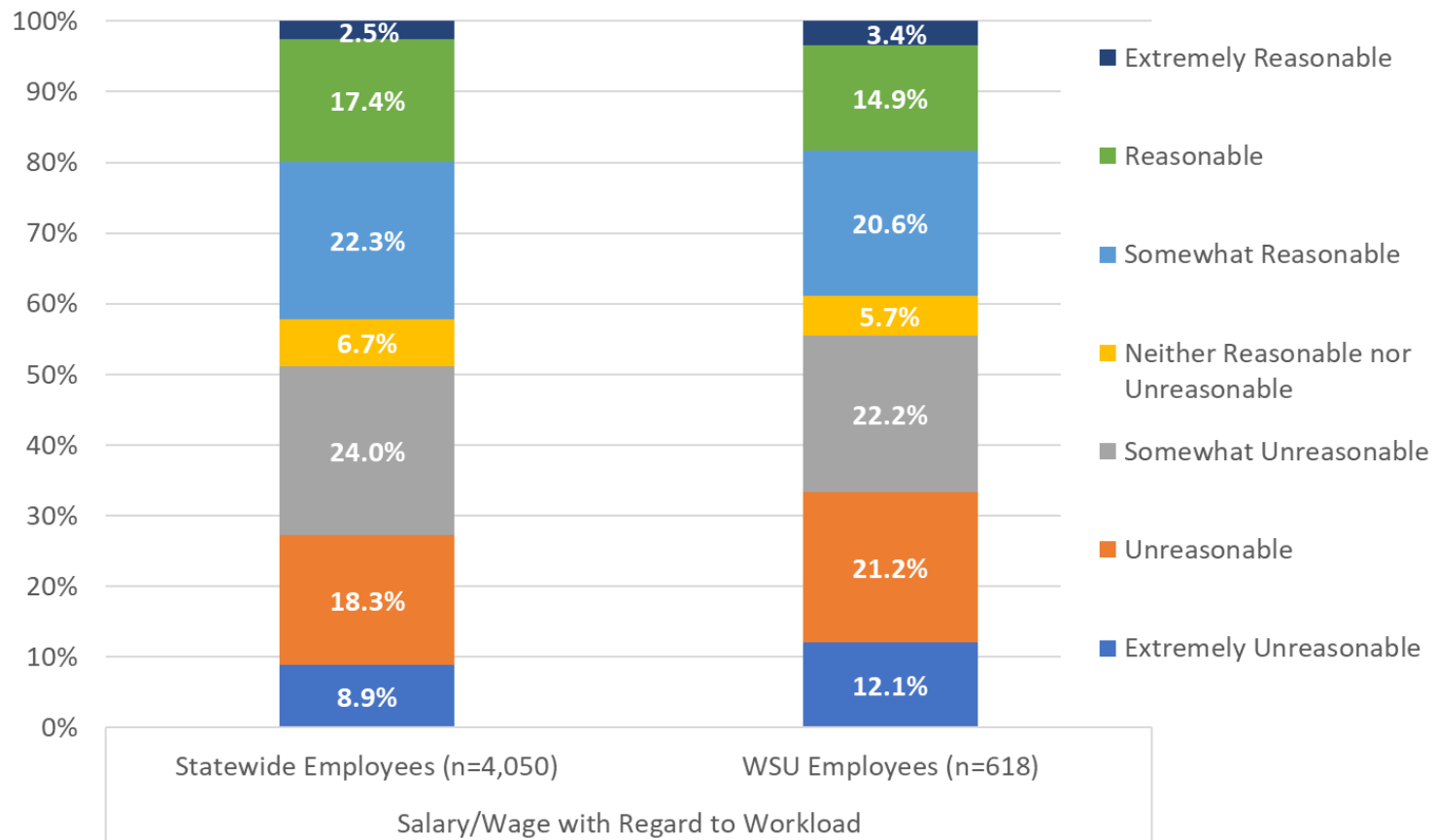
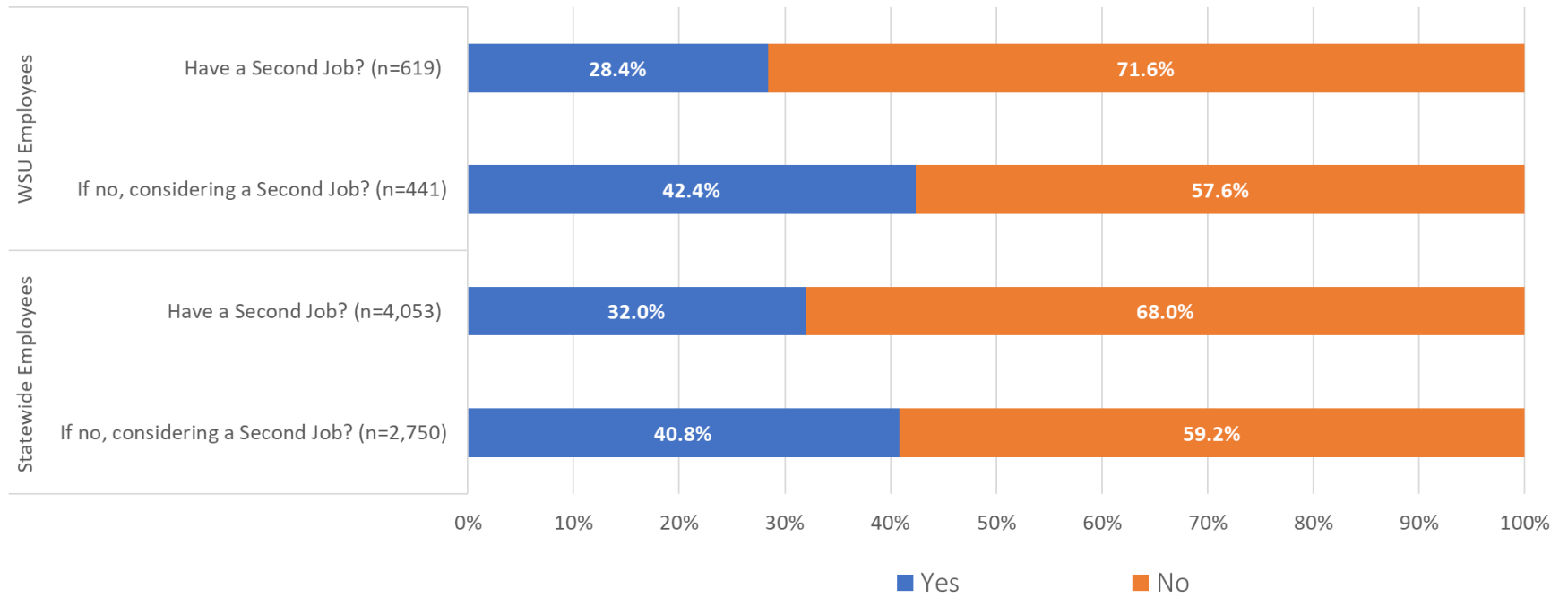


Figure 8 shows that a smaller percentage of WSU Employees (28.4%) than Statewide Employees (32%) report having a second job. Of those without second jobs, 42.4% of WSU Employees and 40.8% of Statewide Employees report “considering taking a second job.”

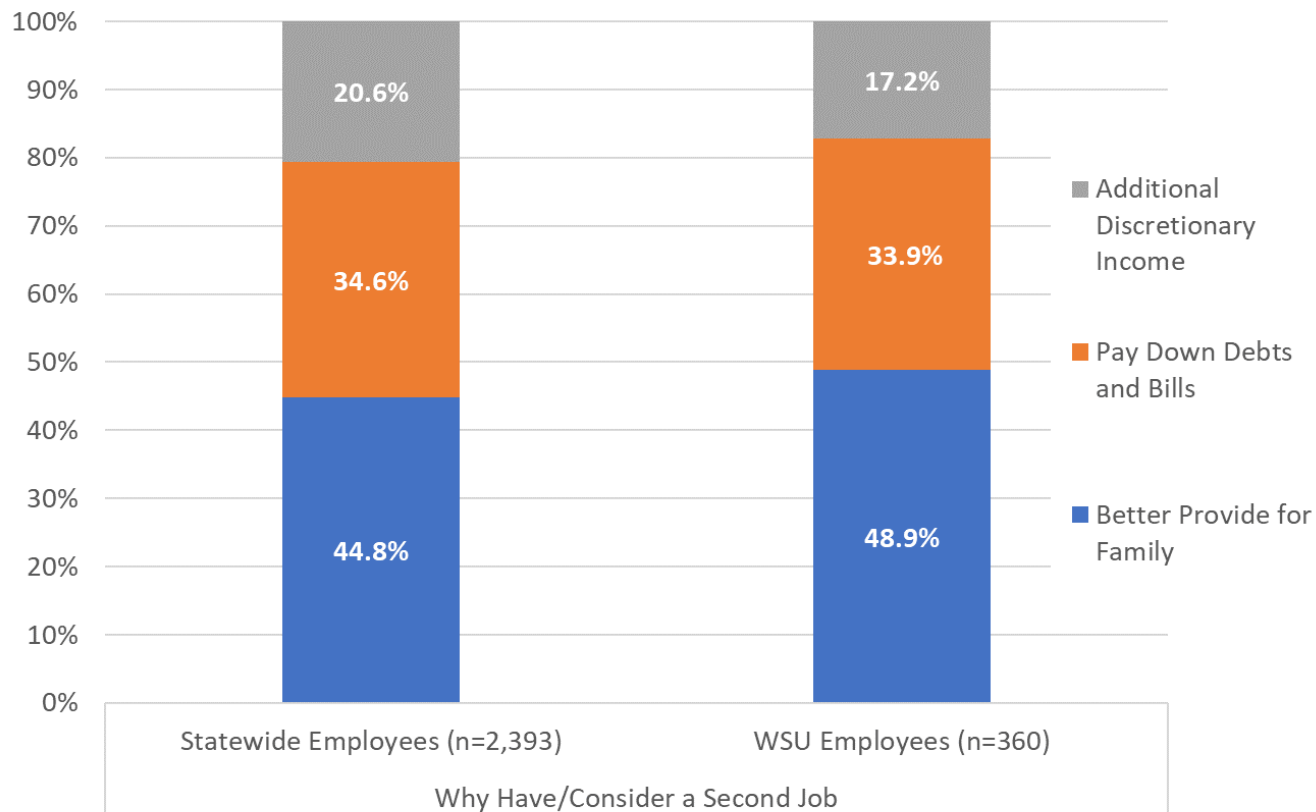
Figure 8: Have or Consider a Second Job or Other Income



Respondents with a second job or considering a second job (“yes” answers shown in Figure 8) were asked if they have a second job or are considering a second job to “be able to better provide for family,” “help to pay down debts/bills,” or “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, 48.9% and 44.8% (WSU 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



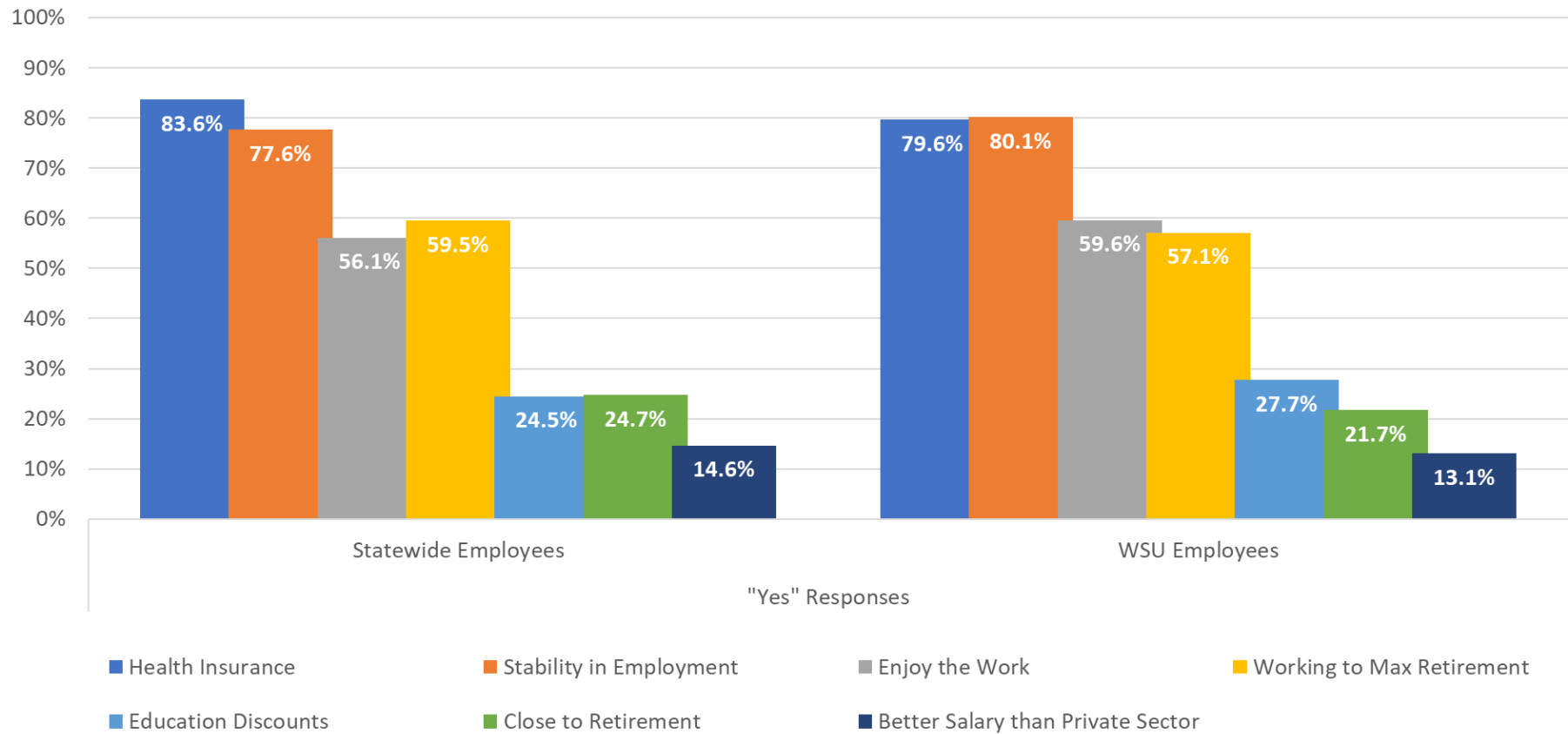
Respondents with a second job or considering a second job (“yes” answers shown in Figure 8) were asked the question “Regarding your job with the University, which of the following reasons have encouraged you to *remain employed* there?”

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 health insurance benefits, stable work, enjoyable work, and to maximize their retirement benefits are reasons to remain at the university.

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 show responses to the statements above. Figure 11a (next page) shows that more than 80% of WSU Employees and Statewide Employees “agree” or “strongly agree” that they “enjoy the things they do at work.” About 80% of both groups “agree” or “strongly agree” that they are “sufficiently trained to complete their duties.” About 75% or more “agree” or “strongly agree” that they have “generally positive work environments.”

Figure 11b (page after next) shows that more than half of WSU Employees and Statewide Employees “agree” for “strongly agree” that their workloads are “reasonable.”

Figure 11a: Job Satisfaction

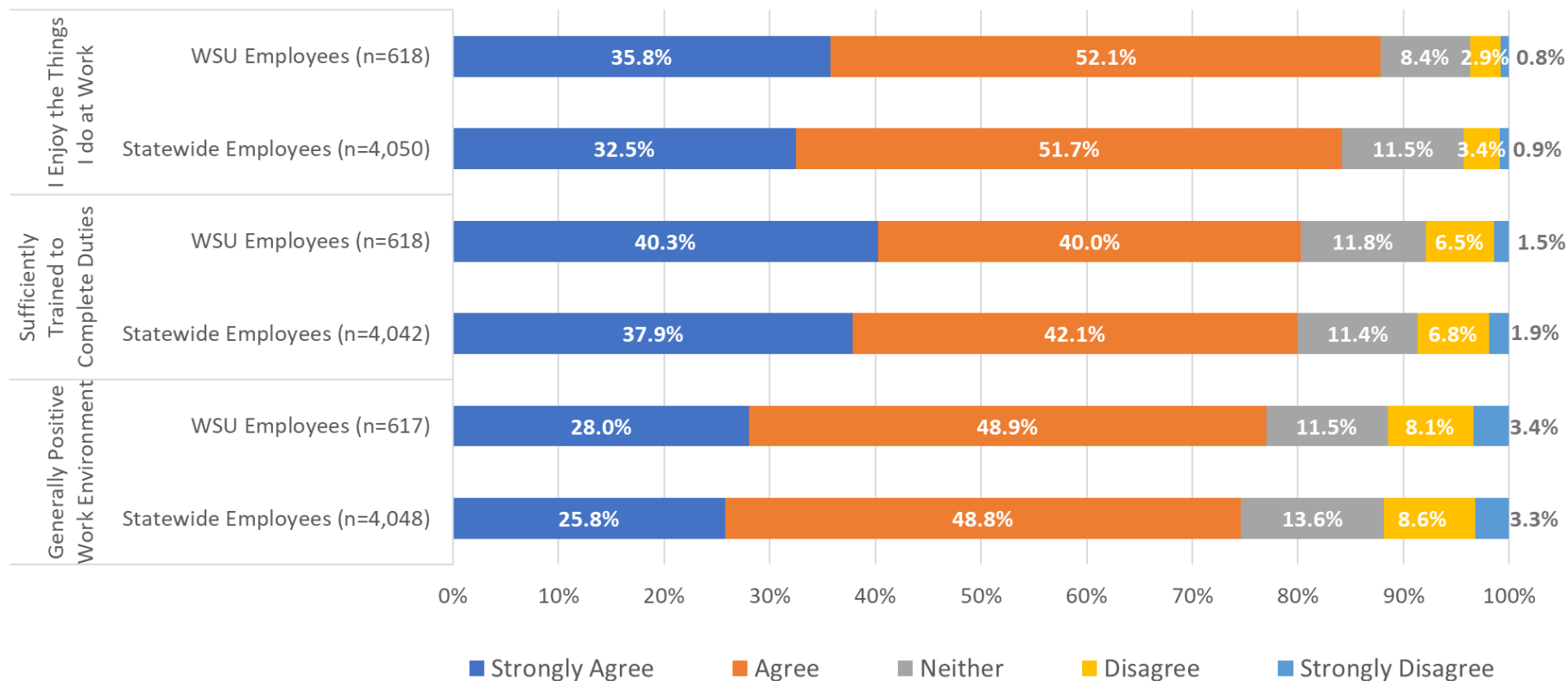
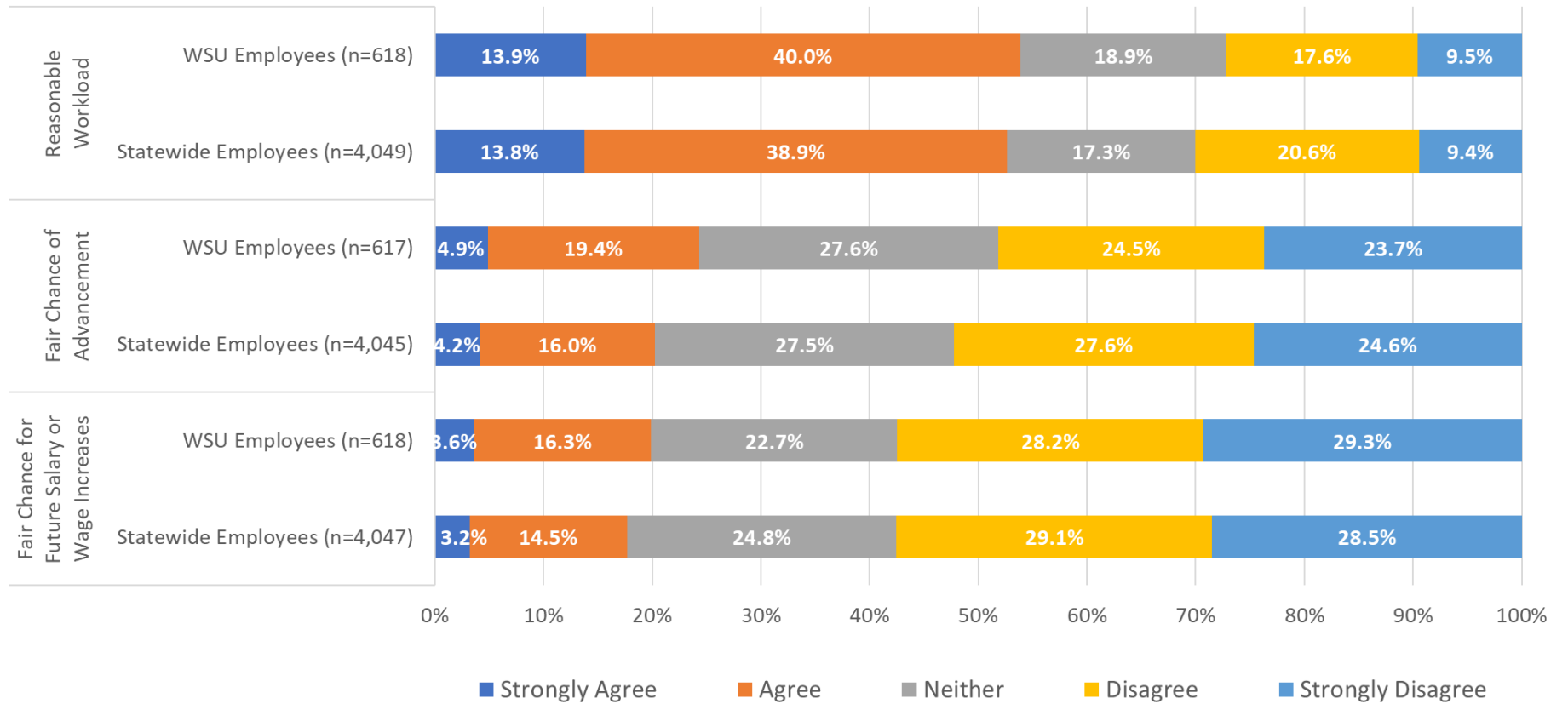


Figure 11b: Job Satisfaction (Continued)



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 Employees. (NOTE: Some respondents provided more than one item or issue. The categories below show the first item/issue listed.) Appendix B shows all responses from WSU Employees.

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

	Statewide Employees		WSU Employees	
	Freq.	Percent	Freq.	Percent
Leadership and/or supervisors are unsupportive & hinder problem solving	157	15.2	22	14.6
We need raises to meet expenses	123	11.9	20	13.2
Pay equity should be addressed/Salary compression is unfair	99	9.6	13	8.6
I am concerned about job security/stability/future raises/advancement	91	8.8	9	6.0
I now have more than one position/have added duties with no/little support/compensation	86	8.3	11	7.3
I must work 40+ hours/skip lunches/vacations due to staff reductions	75	7.2	9	6.0
Workplace biases, favoritism, cliques are problems on campus	74	7.1	14	9.3
I enjoy my job/coworkers/supervisor/position	72	7.0	8	5.3
Leadership and/or supervisors lack transparency/communication	57	5.5	9	6.0
I lack resources/training/staff/support to perform my duties well	50	4.8	14	9.3
We need cost of living increases	50	4.8	9	6.0
I benefit from/would benefit from remote/hybrid/flexible work	32	3.1	3	2.0
I am overqualified/should earn more given my skills and/or education	28	2.7	4	2.6
I feel the tuition assistance/parking/HR/PTO/holiday policies need modification	20	1.9	2	1.3
Other comment	21	2.0	4	2.6
Total	1,035	100	151	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 show responses to the statements above. Figure 12a (next page) shows that about 43.3% of WSU and 41.5% of State Employees consider “flextime or flexible hours” as “extremely important.” About 34% consider “improved healthcare benefits” as “extremely important.”

Figure 12a: Incentives or Opportunities

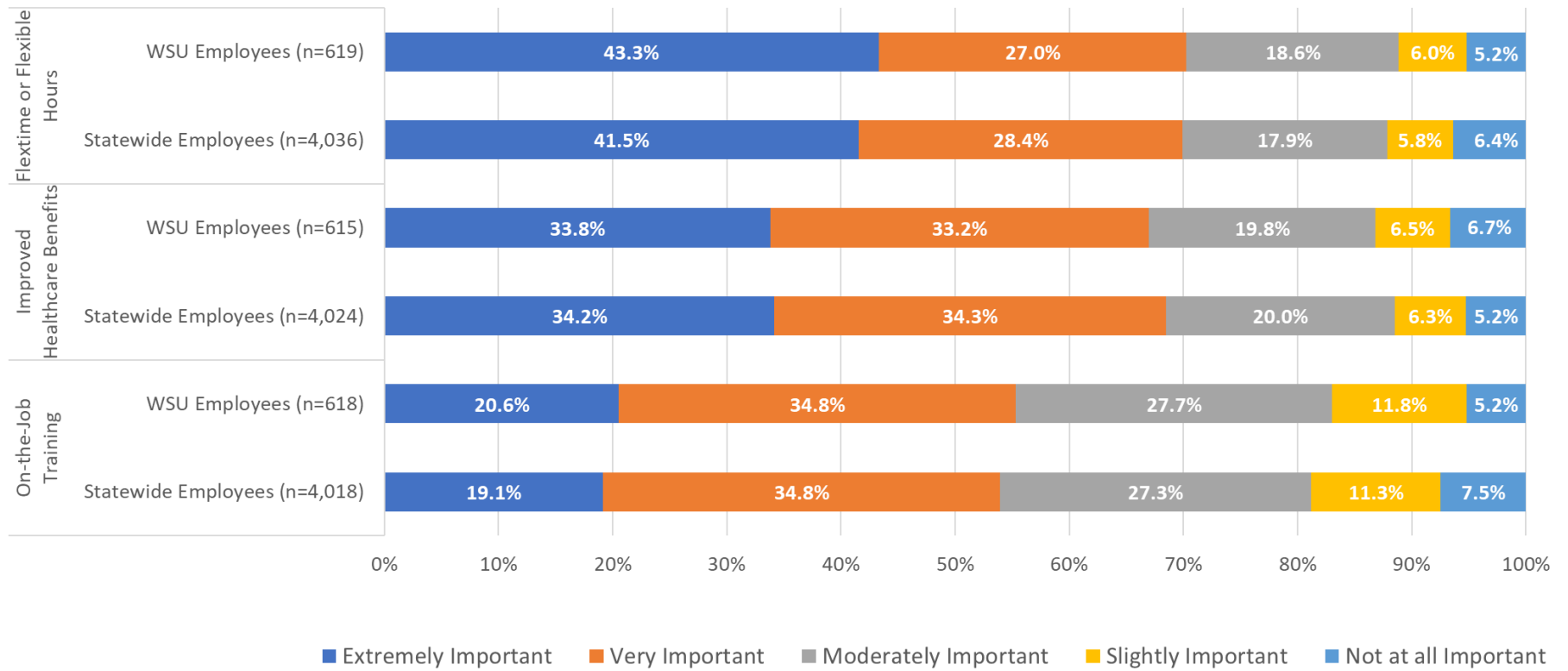
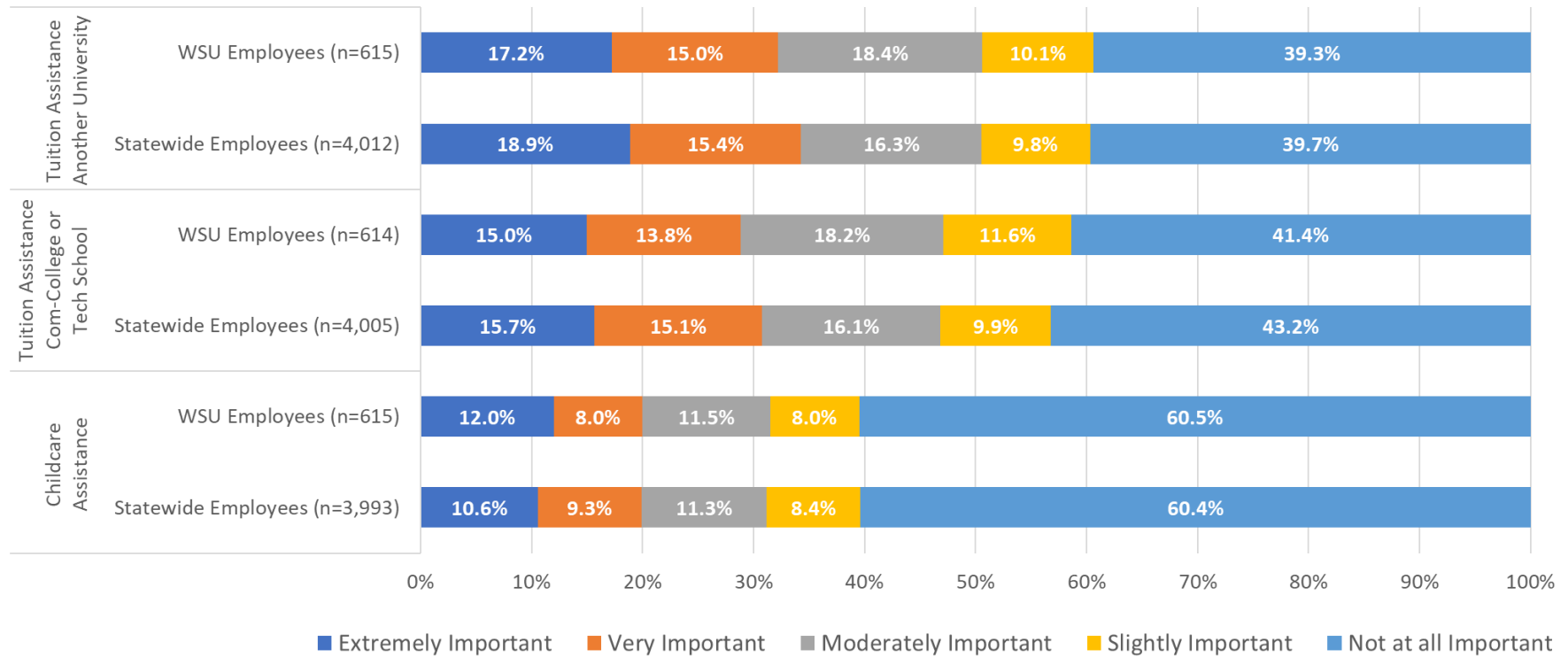


Figure 12b: Incentives or Opportunities (Continued)



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

Table 4: Additional Incentives or Opportunities (Categories)

	Statewide Employees		WSU Employees	
	Freq.	Percent	Freq.	Percent
Remote work, hybrid work, equipment for remote work	213	23.0	38	29.9
Tuition assistance, more opportunities to receive/use tuition assistance	172	18.5	16	12.6
Wage increases, livable wages, cost of living increases	101	10.9	13	10.2
Merit pay, cost of living increases, longevity bonus	69	7.4	10	7.9
Free parking, access to pool, exercise & recreation facilities, gift cards	69	7.4	9	7.1
Adequate staffing/resources, improved work environment/management	64	6.9	5	3.9
Support for better work-life balance, appropriate workload, PTO, adequate time off	54	5.8	13	10.2
Improved primary, mental, dental benefits/coverage, more affordable	44	4.7	7	5.5
Support for/time off for professional development	34	3.7	5	3.9
Flexible schedule/hours/days, four-day workweek	33	3.6	4	3.1
Childcare assistance, parental leave, dependent care, funeral leave	24	2.6	4	3.1
Opportunities for advancement/merit and transparency about process	19	2.0	0	0.0
Improved retirement packages, retirement incentives	19	2.0	2	1.6
Other comment	13	1.4	1	0.8
	928	100	127	100

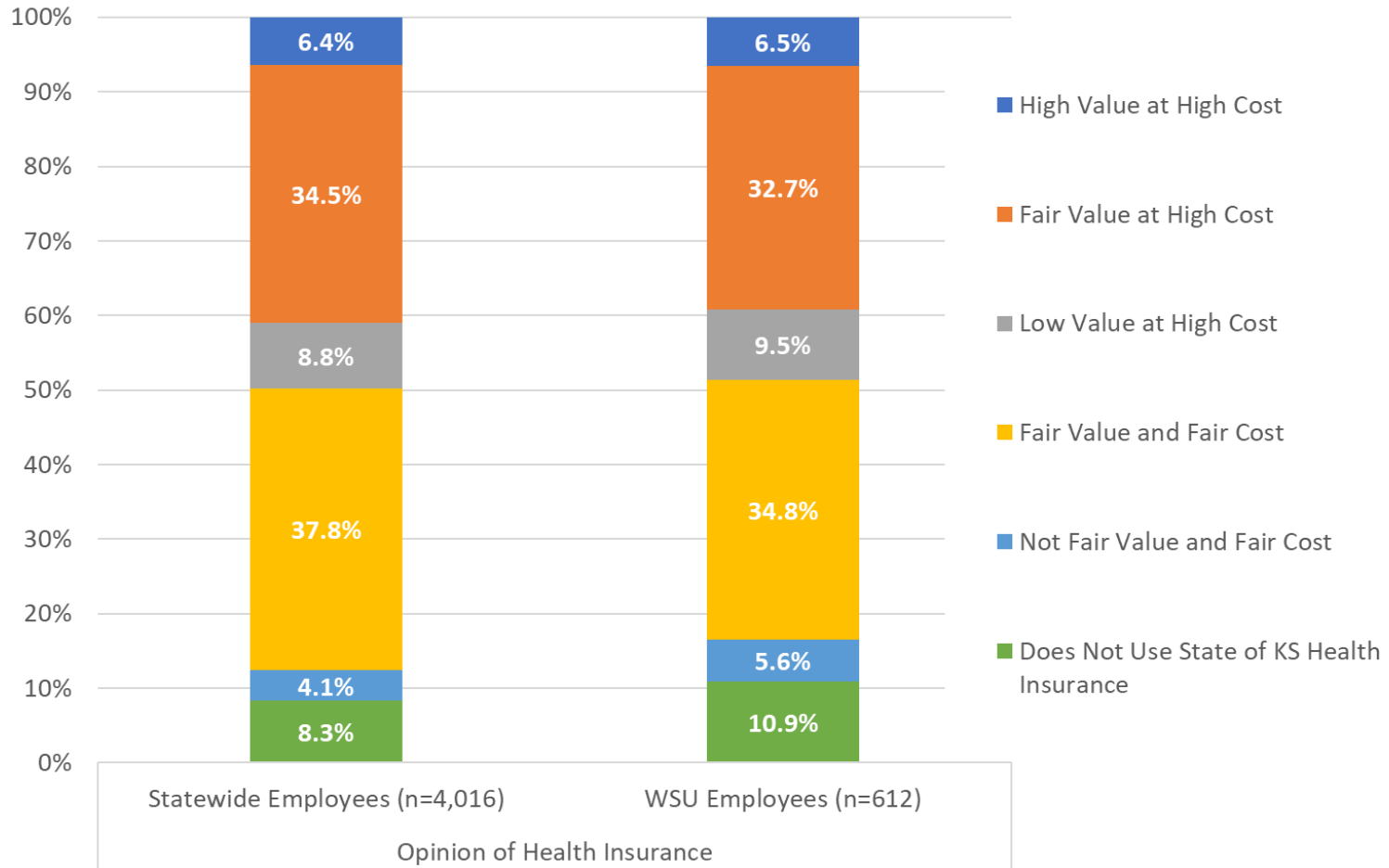


Respondents were next asked to respond to the statement “with regard to your health insurance through the State of Kansas, which of the following statements MOST applies to you.” The following items were provided:

- 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 about a third of both groups rate the state health insurance as it “fair value and high cost” and about a third of both groups rate it as “fair value at fair cost.”

Figure 13: Opinions about Health Insurance



## Budget Limitation Impacts

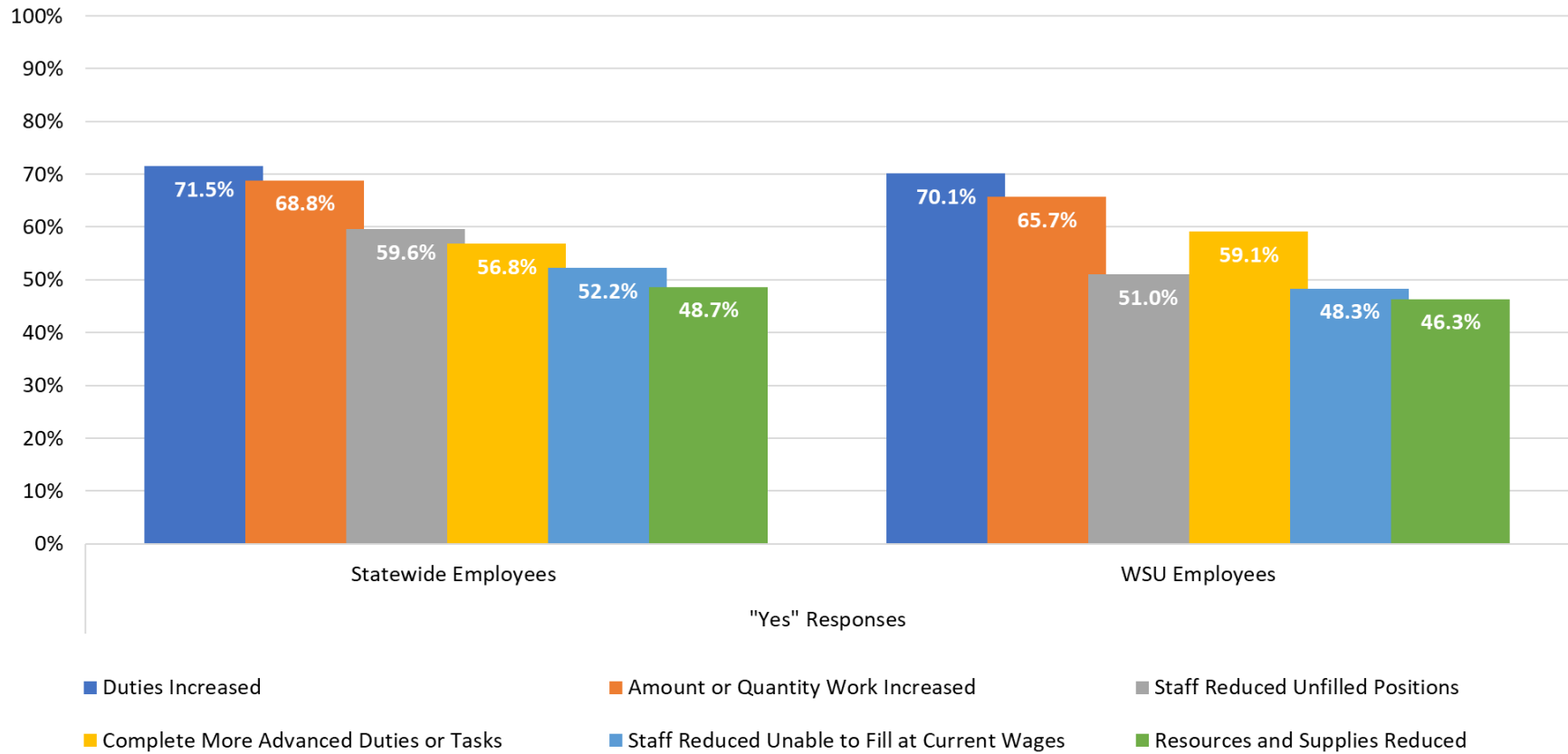
This section of the report addresses opinions about the impacts of budget limitations. Respondents were presented with the following question and statement: “Have budget limitations impacted your job? If so, please mark all the areas below that have been impacted by budget limitations.”

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 70.1% of WSU Employees and 71.5% of Statewide Employees report that budget limitations have led to an “increase in duties.”

Figure 14: Opinions about Budget Limitation Impacts

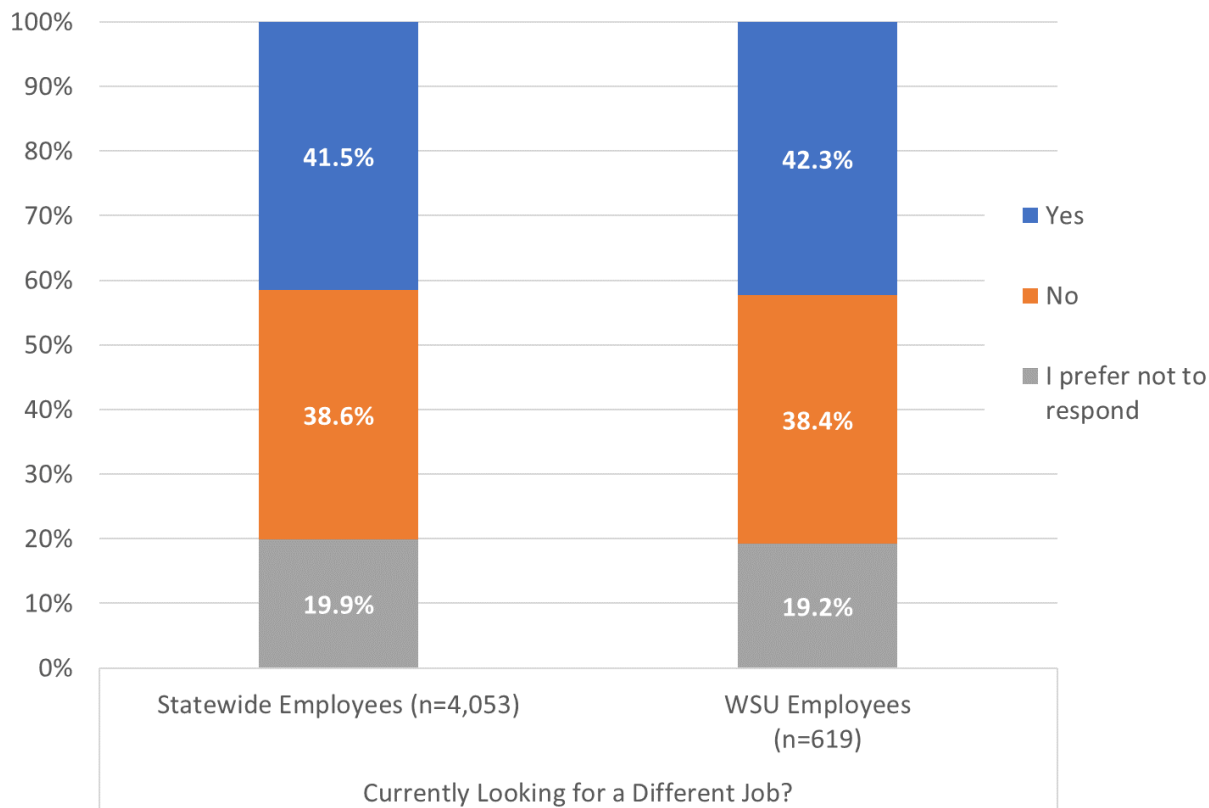


## Different Job

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 shows that somewhat similar percentages of WSU Employees (42.3%) and Statewide Employees (41.5%) report looking for a different job within the past year or so. Also, notable percentages of both groups preferred not to respond to this question.

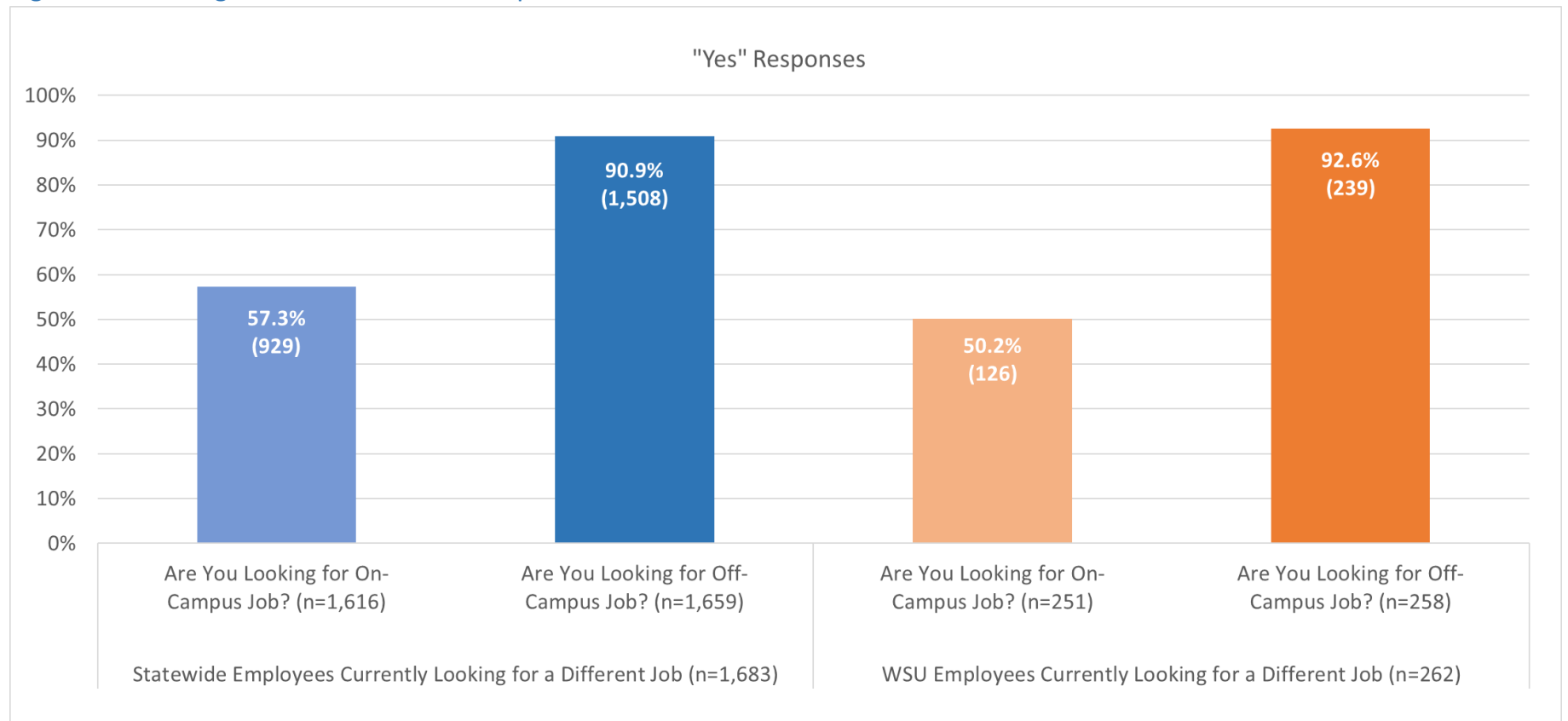
Figure 15: Looking for Different Job



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, 57.3% of Statewide Employees (light blue) and 50.2% of WSU Employees (light orange) report that they are interested in other ON-CAMPUS employment, and in response to a separate question, 90.9% of Statewide Employees (dark blue) and 92.6% of WSU Employees (dark orange) 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 Employees. (NOTE: Many respondents provided more than one comment. The categories below show the first listed.) Appendix D shows all responses from WSU Employees.

Table 5: Additional Comments

	Statewide Employees		WSU Employees	
	Freq.	Percent	Freq.	Percent
Wage increases, wage equity, cost of living adjustments, merit pay, bonuses	229	20.7	44	29.7
Leadership/management unresponsive, unsupportive, untrusted, micromanage	133	12.0	24	16.2
Understaffed, under-resourced, overworked, and overloaded	128	11.6	16	10.8
Generalized frustration/low morale expressed	122	11.1	13	8.8
Favorable comments about university employment, supervisor, coworkers	86	7.8	8	5.4
Tuition assistance, health insurance, childcare, parking	73	6.6	5	3.4
Wages should better match skills, output, and/or loyalty/longevity	63	5.7	15	10.1
Considering retirement or new job	54	4.9	0	0.0
Top heavy administration, wage increases go to top. favoritism regarding departments	40	3.6	6	4.1
Opportunities for advancement are lacking	36	3.3	3	2.0
Positive comments about survey/participation	32	2.9	3	2.0
More flexibility in work hours and locations (remote/hybrid)	29	2.6	6	4.1
Kansas Legislature imprudent/unsupportive	23	2.1	1	0.7
Critique of survey, recommendations for survey/analysis	18	1.6	2	1.4
Pessimism expressed regarding the use of survey findings	18	1.6	2	1.4
Other comment	20	1.8	0	0.0
	1,104	100	148	100.0

## 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](mailto: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](mailto: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](mailto: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?

- Wichita 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](mailto: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](mailto: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.

