

2024 UNC System Employee Engagement Survey

Summary of Results

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 (30 questions)
- **2024**
 - “Pulse” Survey administered to all permanent full-time faculty and staff in March-April 2024 (41 questions)

2024 Survey Format

- The UNC System utilized a 41 statement version of the survey for 2024 (2022 version utilized 30 statements).
- 31 statements are carried over from the original, 2018 survey.
- Themes/Questions around COVID-19 and Diversity and Inclusion were removed.
- Additional questions associated with Work Environment and Mission & Pride were included.

Survey Overview

- **Survey Elements:**
 - 10 Core Dimensions or Themes
 - 41 Belief Statements
 - 10 Demographics Questions
- **Rating Scale:**



- **Positive Score**
 - Percent of employees selecting Strongly Agree or Agree for a survey item

Topline Results

Participation Rate		
Institution	2022	2024↓
WCU	64%	63%
UNC Syst Office	64%	63%
UNCP	74%	63%
UNC Asheville	55%	53%
FSU	38%	49%
UNCSA	53%	49%
UNCW	43%	48%
ECSU	39%	47%
NC State	45%	46%
East Carolina	43%	45%
UNC Charlotte	55%	43%
ASU	47%	42%
UNCG	53%	40%
NCA&T	43%	38%
WSSU	43%	34%
NCCU	42%	30%
UNC Chapel Hill	33%	27%

UNC System Avg Participation

▶ 40%

UNC System Avg Positive Rating

▶ 66%

WCU Participation Rate

▶ 63%

WCU Avg Positive Rating

▶ 74%

Positive Response Rate*		
Institution	2022	2024↓
WCU	68%	74%
ECSU	71%	74%
UNC Syst Office	68%	71%
NC State	68%	68%
UNC Charlotte	68%	68%
UNC Pembroke	70%	67%
East Carolina	65%	66%
UNCW	63%	65%
UNC Chapel Hill	64%	64%
NCA&T	65%	64%
UNCSA	62%	64%
UNC Greensboro	61%	62%
NCCU	59%	61%
FSU	63%	60%
WSSU	61%	59%
App State	60%	59%
UNC Asheville	61%	57%

WCU PARTICIPATION RATES BY JOB CATEGORY

Employee Category	2024	2022	2020	2018
Faculty	59%	65%	55%	43%
EHRA Non-Faculty	69%	70%	76%	68%
SHRA	63%	59%	62%	61%

2024 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%

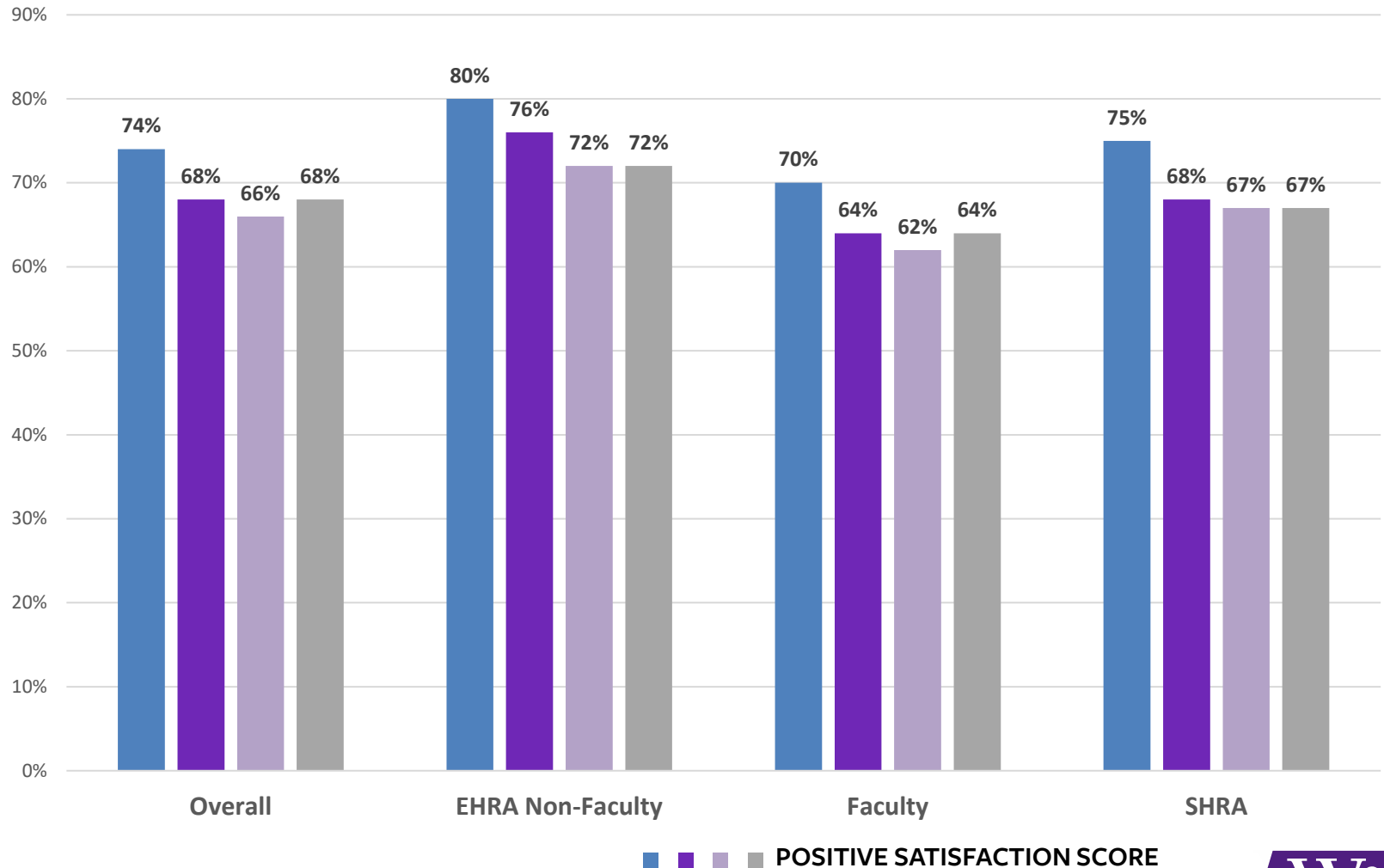
	OVERALL	SHRA	EHRA Non-Faculty	FACULTY
Job Satisfaction/ Support	85%	82%	88%	87%
Faculty & Staff Well-being	79%	81%	84%	71%
Performance Management	61%	59%	66%	60%
Supervisor/Department Chair Effectiveness	78%	79%	80%	77%
Communication	67%	69%	72%	60%
Collaboration	72%	72%	78%	68%
Work Environment	78%	80%	84%	72%
Mission & Pride	82%	83%	87%	77%
Confidence in Senior Leadership	67%	68%	76%	58%
Professional Development	77%	75%	82%	76%
Survey Average	74%	75%	80%	70%

2024 TOPLINE SURVEY RESULTS – HEAT MAP BY DIVISION

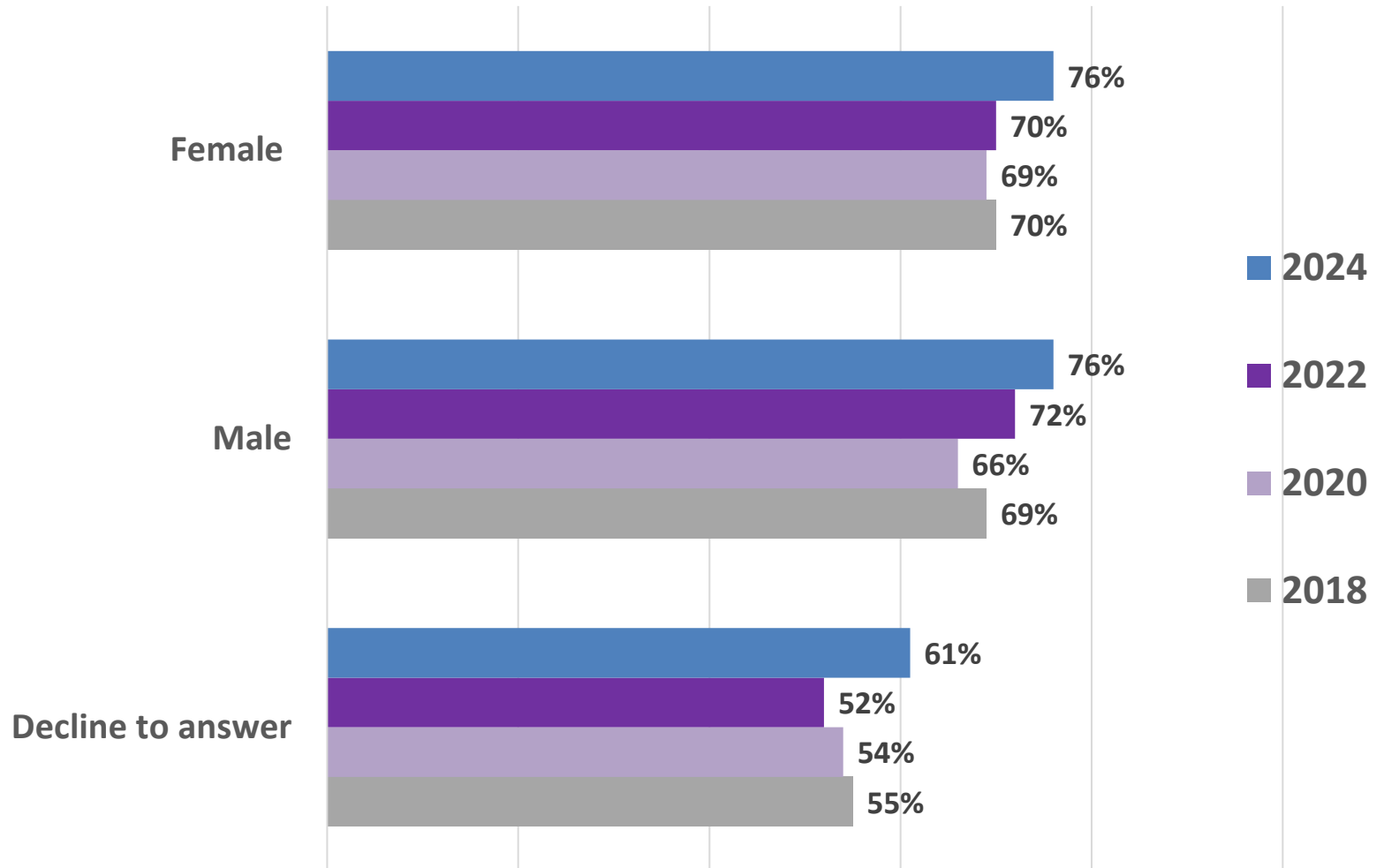
Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%	45% - 54%	55% - 64%	65% -74%	75% - 100%

	OVERALL	Academic Affairs	Admin & Finance	Advancement	Athletics	Chancellor/ Chief of Staff	Information Technology	Student Affairs
Job Satisfaction/ Support	85%	86%	83%	85%	87%	95%	82%	87%
Faculty & Staff Well-being	79%	74%	82%	85%	78%	94%	84%	84%
Performance Management	61%	61%	59%	70%	45%	74%	63%	64%
Supervisor/Department Chair Effectiveness	78%	78%	77%	82%	68%	85%	87%	78%
Communication	67%	64%	68%	70%	63%	82%	75%	70%
Collaboration	72%	72%	70%	77%	60%	87%	77%	74%
Work Environment	78%	75%	80%	88%	79%	95%	83%	81%
Mission & Pride	82%	80%	83%	91%	75%	97%	83%	85%
Confidence in Senior Leadership	67%	63%	67%	79%	69%	92%	71%	74%
Professional Development	77%	77%	79%	76%	49%	86%	86%	76%
Survey Average	74%	73%	75%	81%	67%	89%	78%	77%

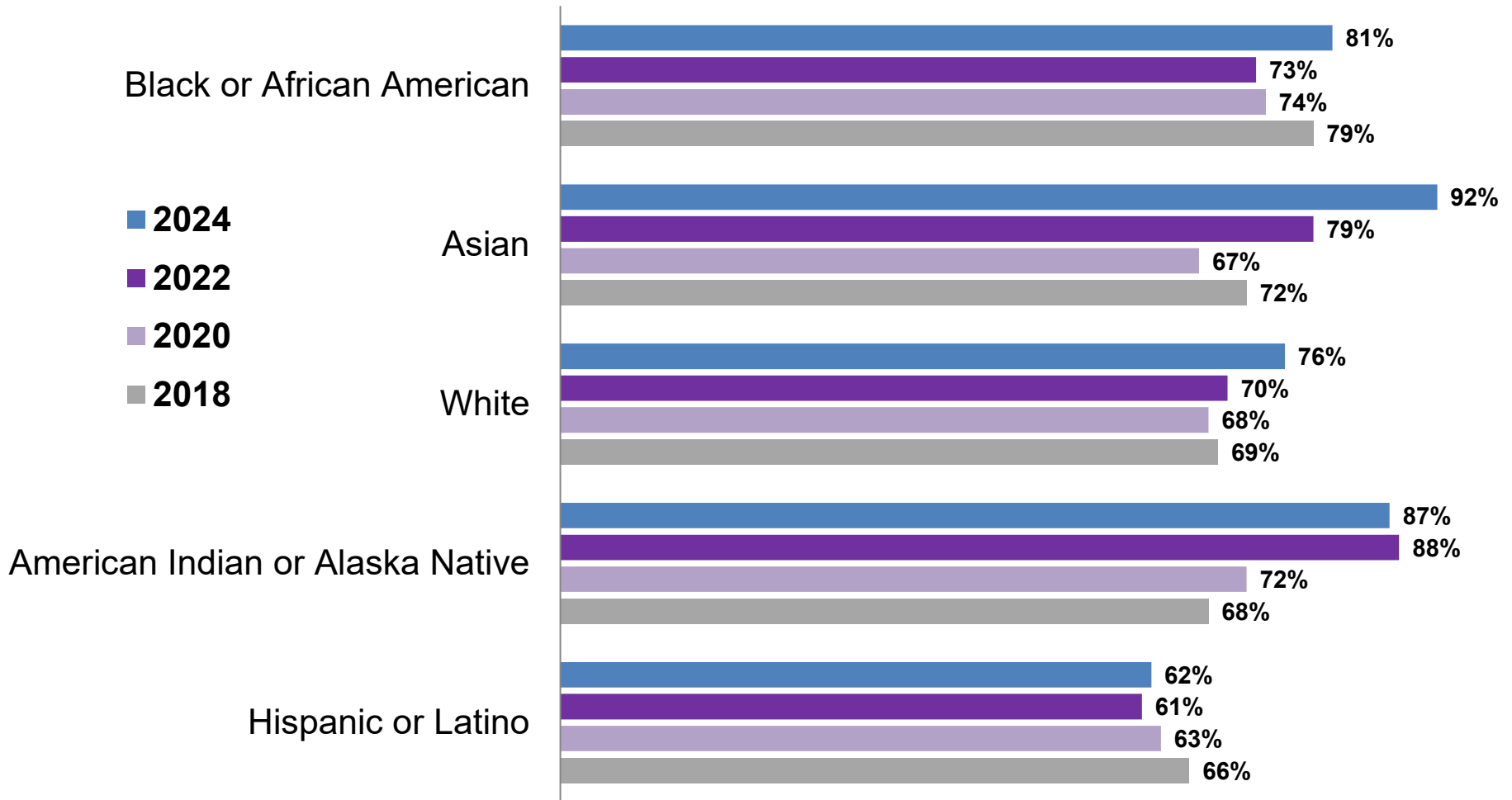
Satisfaction Score by Employee Type



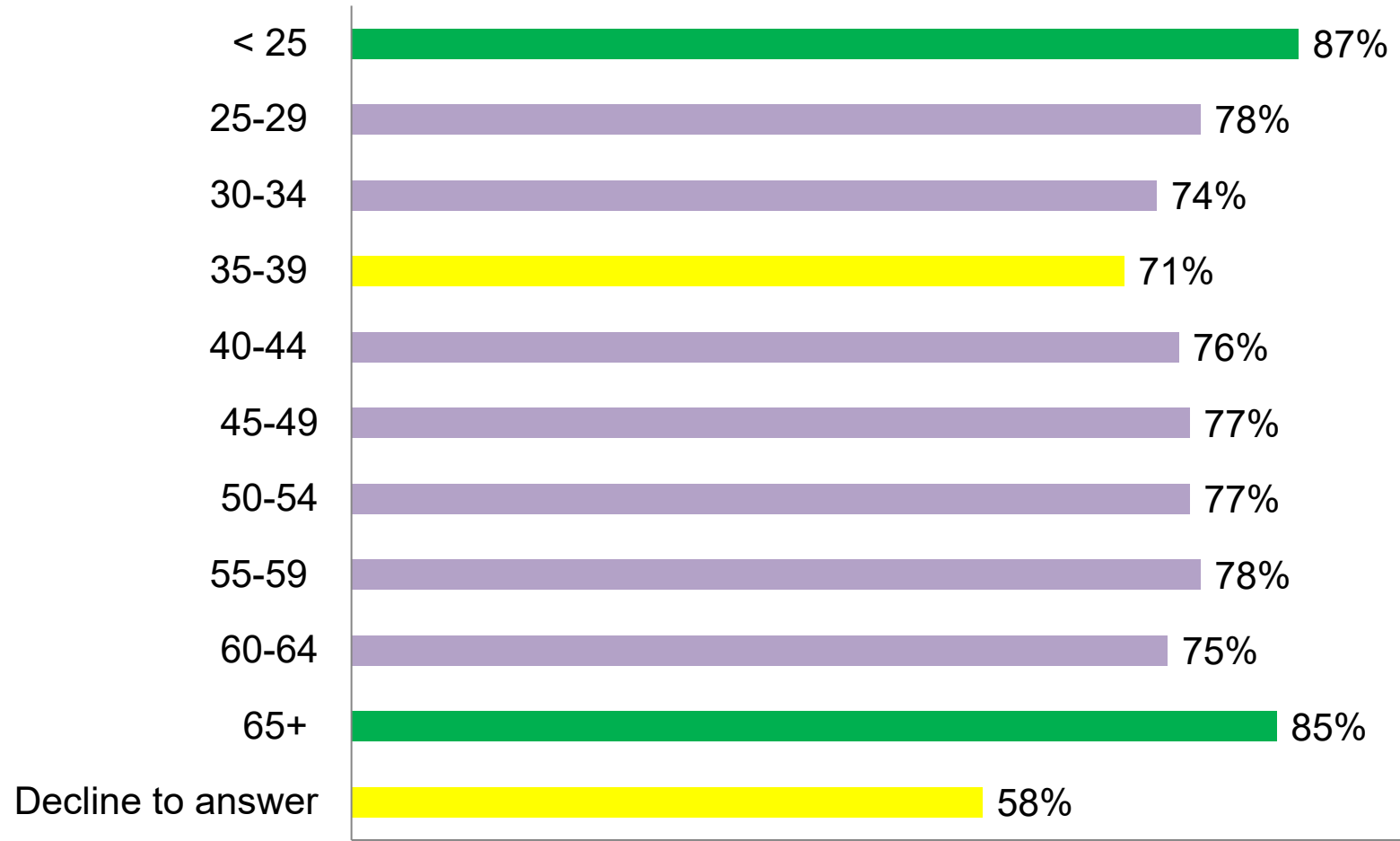
Gender (Overall % Positive)



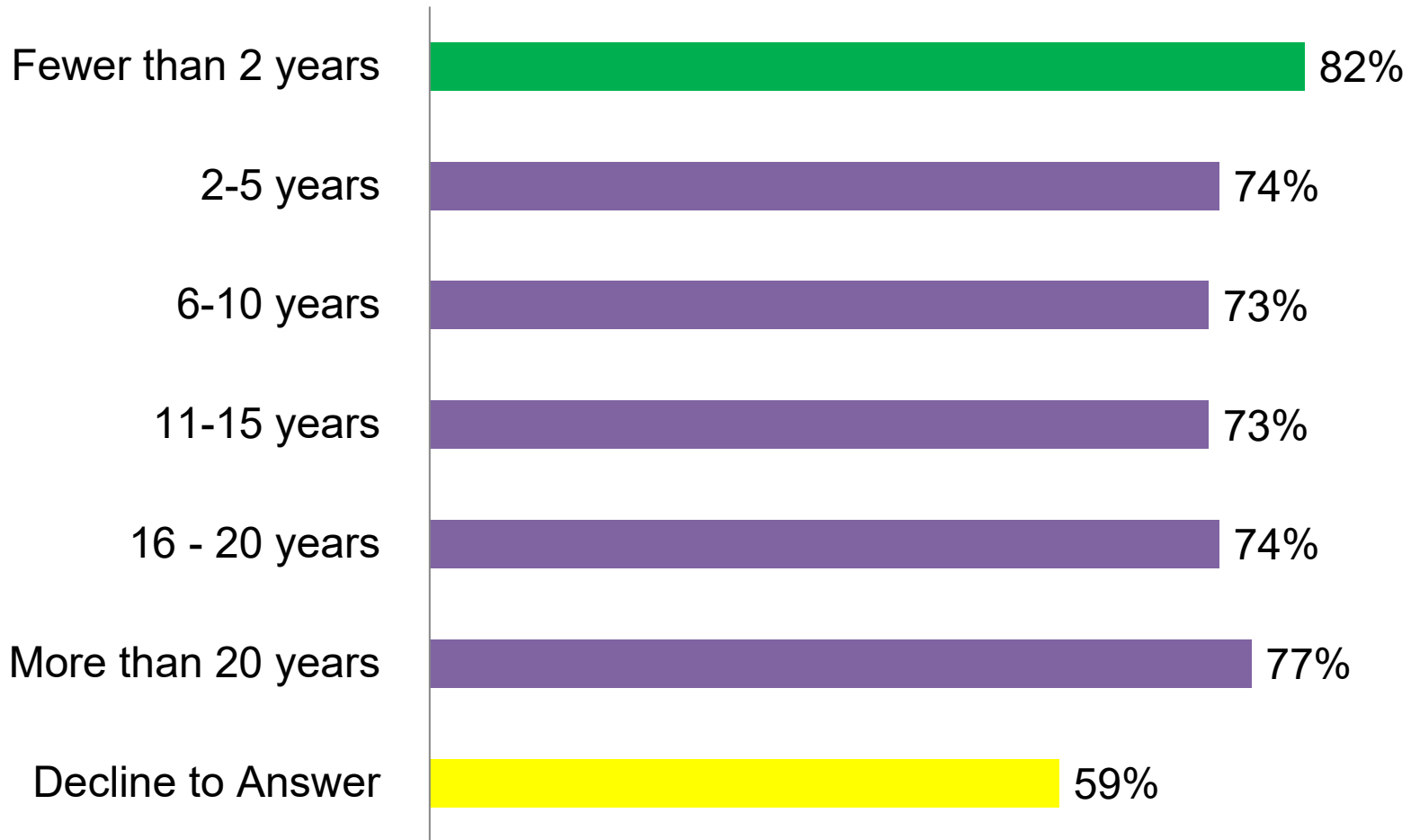
Ethnicity/Race (Overall % Positive)



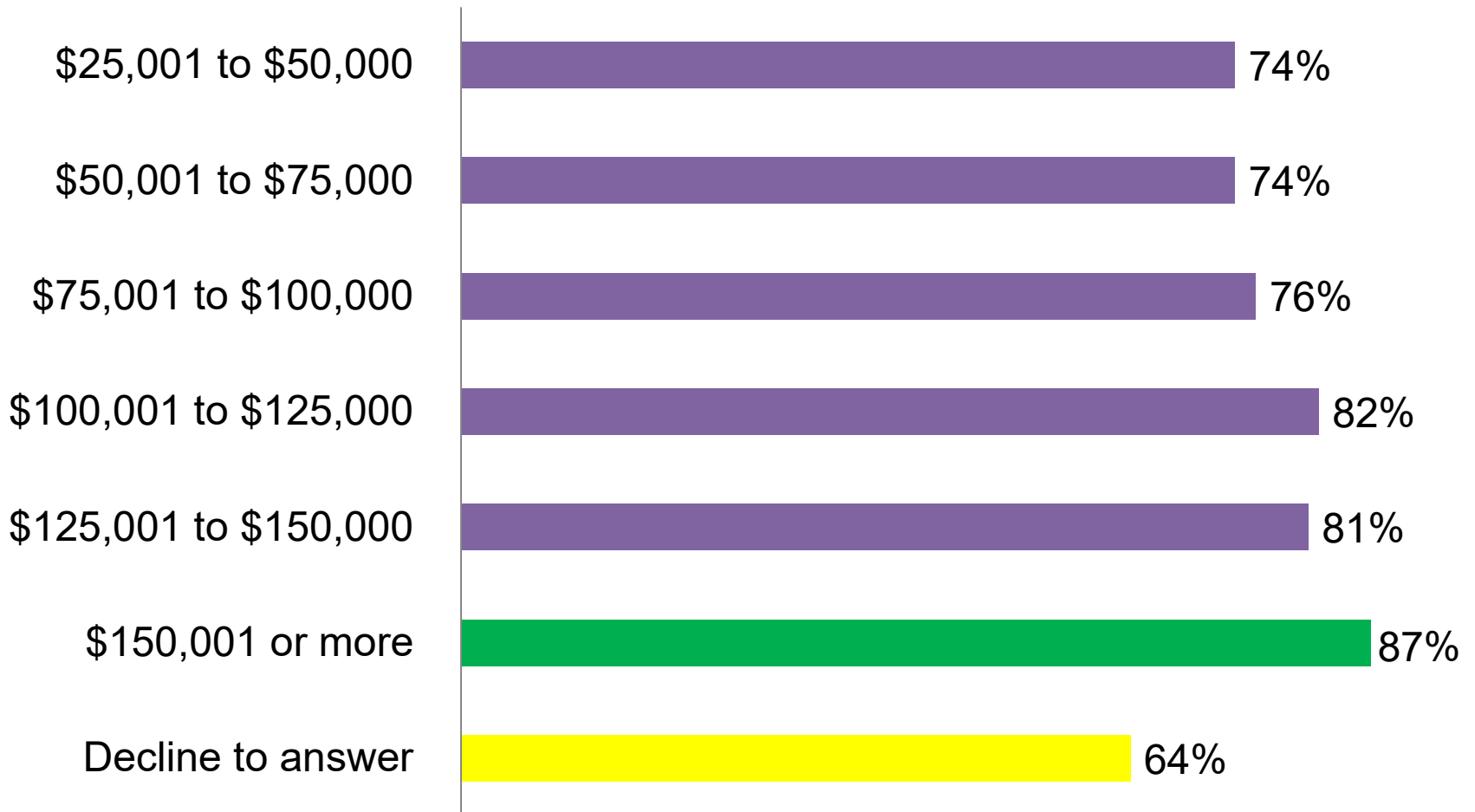
Age (Overall % Positive)



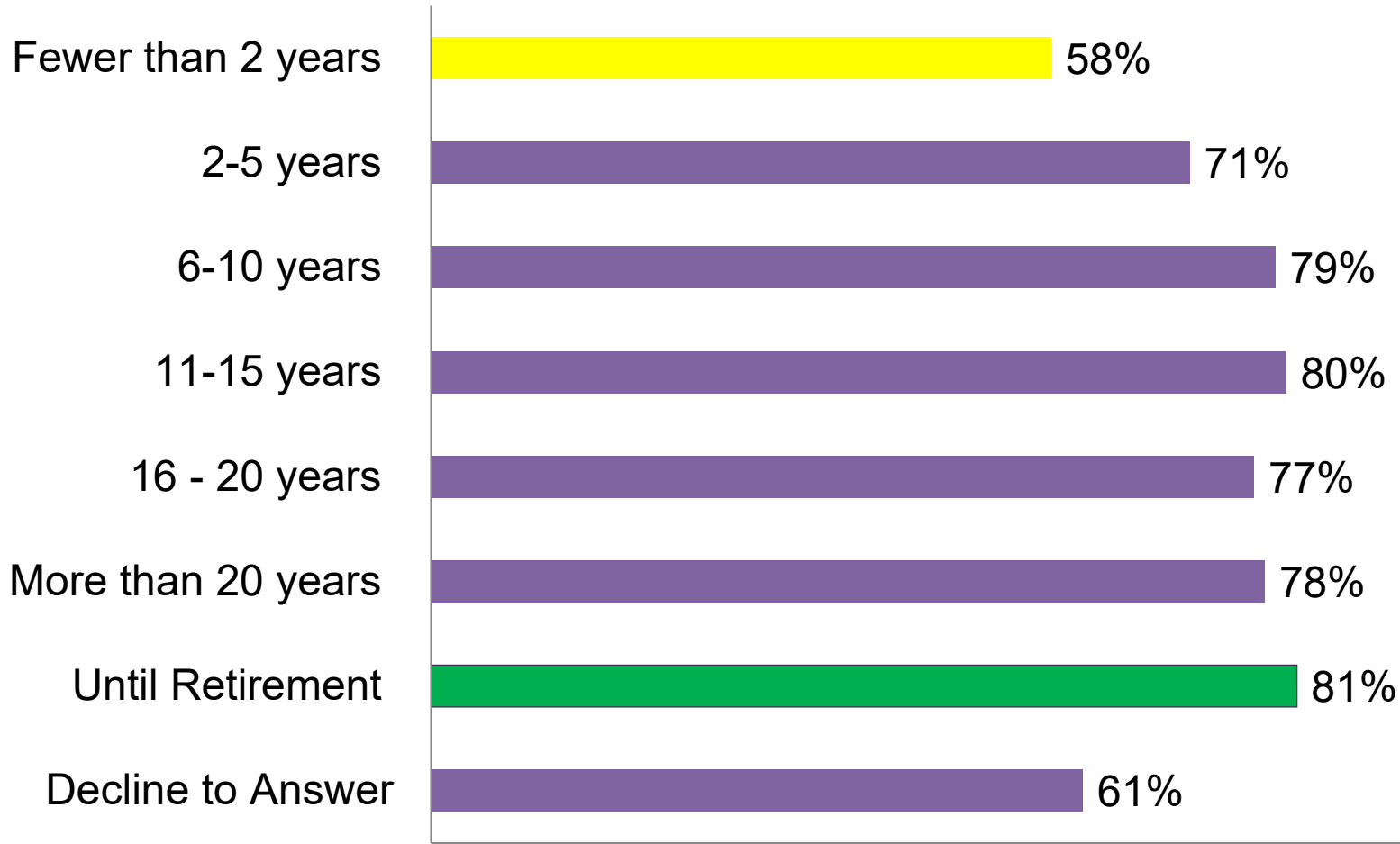
Years at Institution (Overall % Positive)



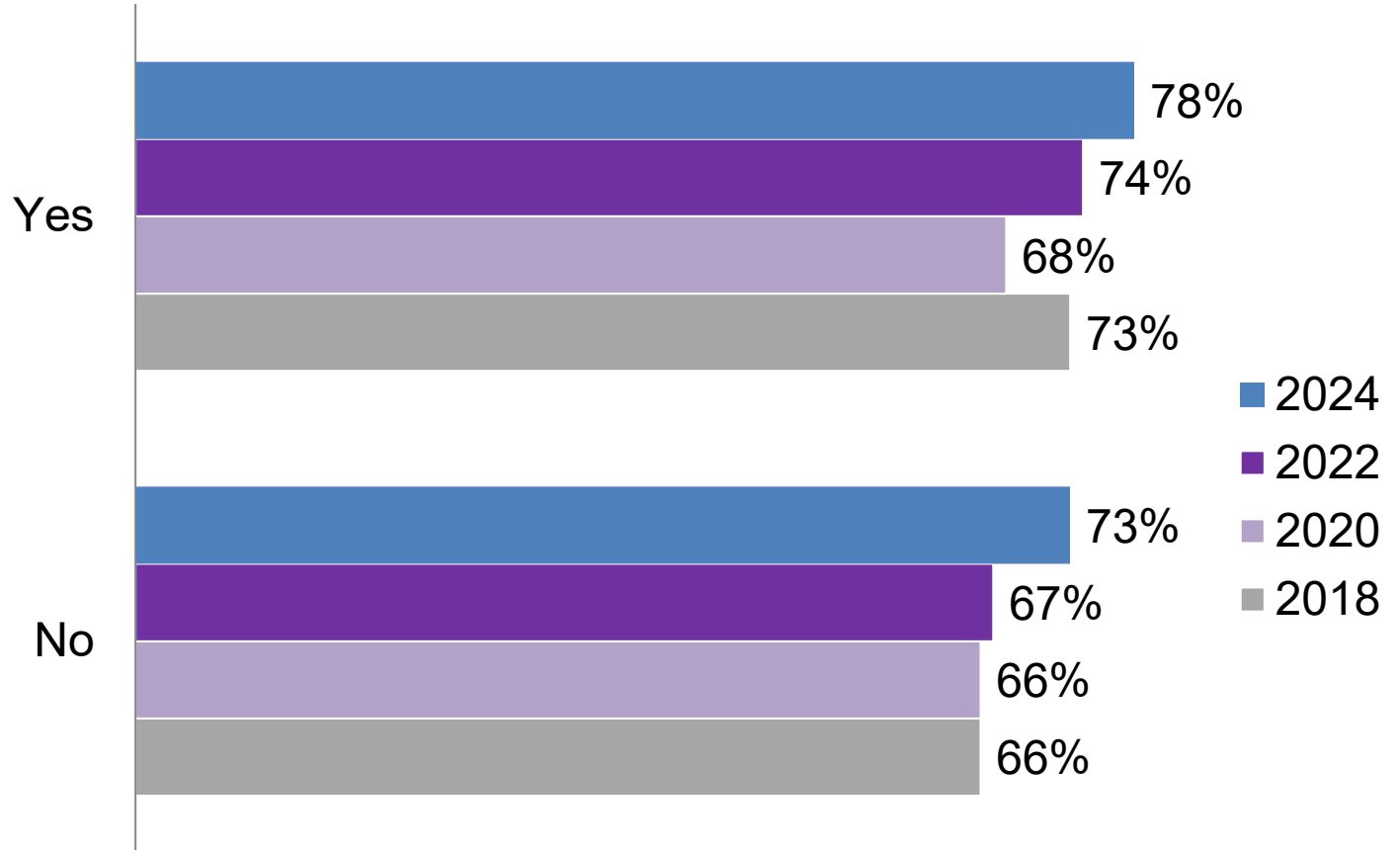
Annual Salary (Overall % Positive)



Expect to Stay (Overall % Positive)



Supervisory Status (Overall % Positive)



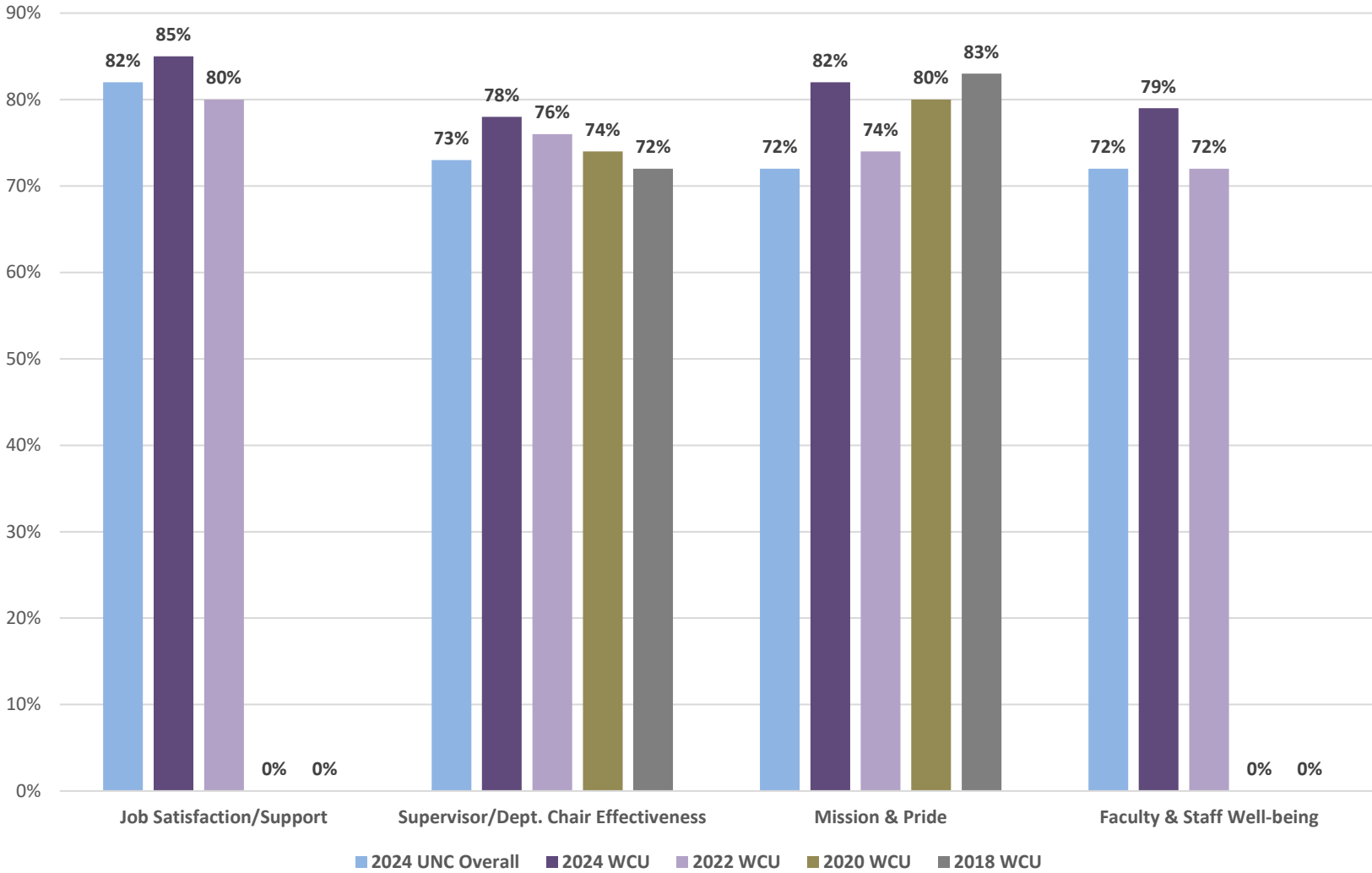
2024 vs. 2022 High-level Comparisons

- Of the 24 questions that carried over from 2022 to 2024, **24 of 24** positive question scores were higher than 2022 (100%).
- **10 of 10** dimensions were higher than the UNC System Aggregate.
- **41 of 41** questions had a higher positive satisfaction score than the UNC System Aggregate.

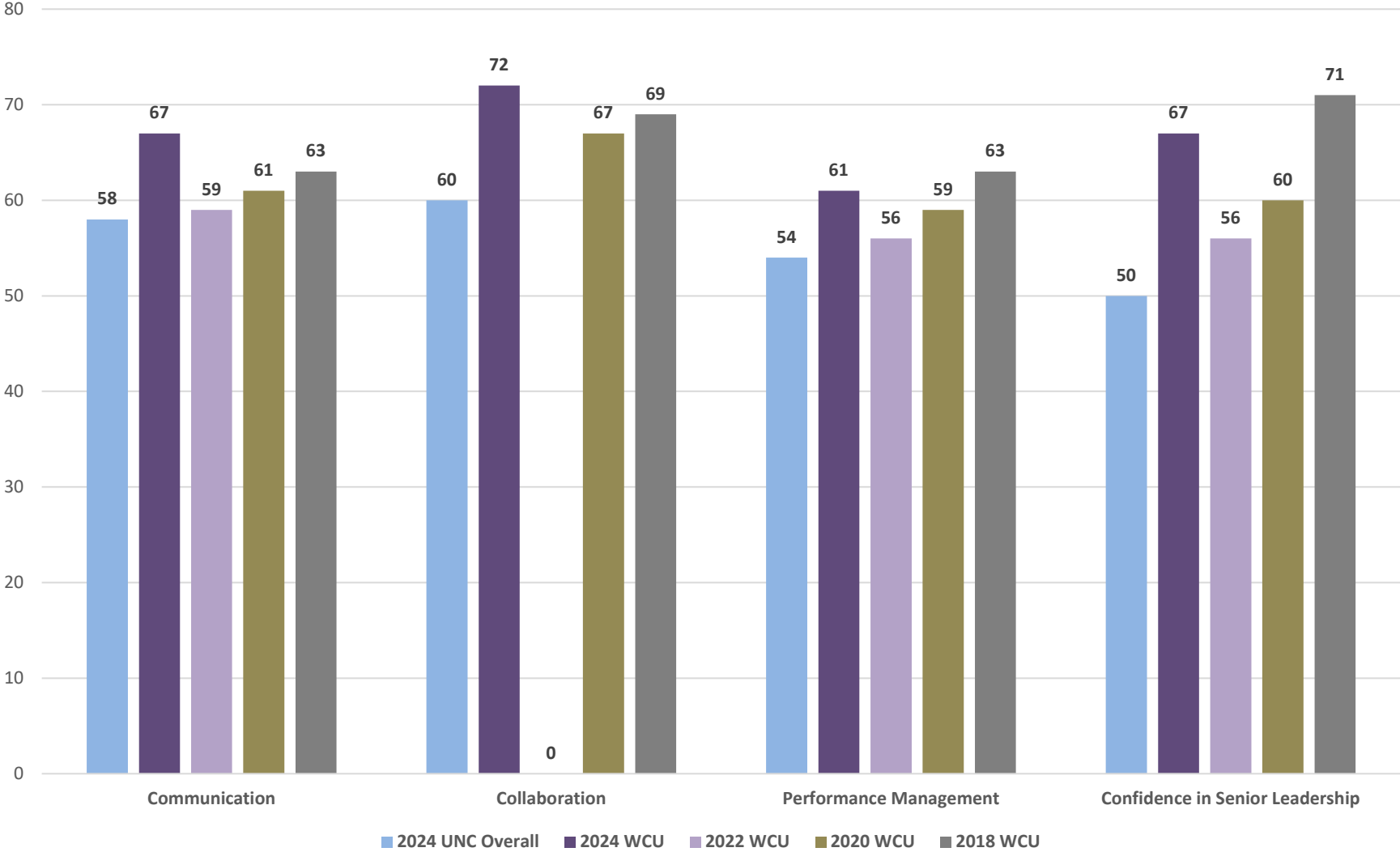
Notable Changes in Overall Dimension Scores from 2022

- **“Job Satisfaction/Support”** remained strong at 85% (+4% from 2022).
UNC avg. = 78%)
- **“Supervisors/Dept. Chairs”** increased from 76% to 78% (UNC avg. = 73%)
- **“Senior Leadership”** increased from 56% to 67% (UNC avg. = 50%)
- **“Mission & Pride”** exceeded the UNC avg. by 10% (82% vs. 72%)

Dimensions



Dimensions



Faculty & Staff Well-being

Belief Statement	Positive Response	UNC System Average
My supervisor/department chair shows genuine interest in my well-being.	84%	80%
At work, I know where to go for help with my mental or emotional well-being.	75%	71%
This institution takes appropriate steps to protect the health and safety of faculty, staff and students.	80%	65%
This institution's policies and practices give me the flexibility to manage my work and personal life.	75%	73%
Overall Category Average:	72%	70%

Work Environment

Belief Statement	Positive Response	UNC System Average
I feel a sense of belonging at this institution.	74%	66%
In my department, we welcome the many identities and attributes of faculty and staff.	87%	84%
This institution has clear and effective procedures for dealing with discrimination.	75%	67%
At this institution, we welcome the many identities and attributes of faculty and staff.	81%	76%
This institution work to collaborate effectively with the community.	77%	68%
This institution places sufficient emphasis on having faculty, administrators, and staff with varying disciplines and backgrounds.	75%	67%
Overall Category Average:	78%	71%

Common Survey Question Score Comparisons

Question	2024 Score	2022 Score	2020 Score	2018 Score	2024 UNC Avg.
“I understand how my job contributes to this institution’s mission”	93%	89%	92%	93%	88%
“I am given the responsibility and freedom to do my job”	88%	84%	86%	83%	82%
“My supervisor/department chair makes their expectations clear”	82%	80%	78%	76%	74%
“My job makes good use of my skills and abilities”	84%	77%	79%	82%	76%
“My supervisor/department chair is consistent and fair”	78%	77%	74%	70%	73%
“I am given the opportunity to develop my skills at this institution”	80%	75%	75%	74%	70%
“I receive feedback from my supervisor/department chair that helps me”	75%	72%	70%	71%	68%
“Faculty are appropriately involved in decisions related to the education program (e., curriculum development, evaluation)”	78%	70%	72%	74%	63%

Common Survey Question Score Comparisons

Question	2024 Score	2022 Score	2020 Score	2018 Score	2024 UNC Avg.
“All things considered, this is a great place to work”	80%	69%	77%	79%	63%
“There is appropriate recognition of innovative and high quality teaching”	74%	65%	69%	74%	61%
“When I offer a new idea, I believe it will be fully considered”	70%	64%	64%	63%	62%
“The institution’s culture is special – something you don’t find just anywhere”	68%	63%	70%	77%	54%
“This institution is well run”	69%	58%	63%	73%	50%
“Senior Leadership provides a clear direction for this institution’s future”	68%	54%	57%	69%	50%
“At this institution, we discuss and debate issues respectfully to get better results”	64%	54%	58%	61%	48%
“Promotions in my department are based on a person’s performance”	61%	52%	49%	52%	47%
“This institution has clear and well-defined procedures for dealing with discrimination”	75%	60%	71%	71%	67%
“There is a sense that we’re all on the same team at this institution”	60%	46%	56%	62%	38%

Top Ten Statements

Survey Statement		2024 WCU Overall % Positive	2022 WCU Overall % Positive	2024 UNC System Overall % Positive	2022 UNC System Overall % Positive
4	“I understand how my job contributes to the institution’s mission”	93%	89%	89%	88%
2	“I am given the responsibility and freedom to do my job”	88%	84%	83%	82%
21	“In my department, we welcome the many identities and attributes of faculty and staff”	87%	82%	84%	80%
17	“Overall, my department is a good place to work”	87%	83%	80%	76%
11	“My supervisor/department chair shows genuine interest in my well-being”	84%	82%	80%	78%

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

Top Ten Statements

Survey Statement		2024 WCU Overall % Positive	2022 WCU Overall % Positive	2024 UNC System Overall % Positive	2022 UNC System Overall % Positive
1	“My job makes good use of my skills and abilities”	84%	77%	78%	76%
13	“The work I do is meaningful to me”	84%	82%	84%	81%
24	“I am proud to be part of this institution”	83%	n/a	76%	n/a
3	“My supervisor/department chair makes their expectations clear”	82%	80%	76%	74%
9	“At this institution, we welcome the many identities and attributes of faculty and staff”	81%	n/a	76%	n/a

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

Bottom Ten Statements

Survey Statement		2024 WCU Overall % Positive	2022 WCU Overall % Positive	2024 UNC System Overall % Positive	2022 UNC System Overall % Positive
23	“Our recognition and awards programs are meaningful to me”	48%	41%	43%	41%
14	“Issues of low performance are addressed in my department”	54%	45%	48%	45%
37	“There’s a sense that we’re all on the same team at this institution”	60%	46%	43%	38%
12	“Promotions in my department are based on a person’s performance”	61%	52%	52%	47%
39	“At this institution, we discuss and debate issues respectfully to get better results”	64%	54%	49%	48%

Statements are sorted by lowest positive response.

Bottom Ten Statements

Survey Statement		2024 WCU Overall % Positive	2022 WCU Overall % Positive	2024 UNC System Overall % Positive	2022 UNC System Overall % Positive
38	“Senior leadership shows genuine interest in the well-being of faculty, administrators and staff”	64%	59%	49%	52%
8	“I am regularly recognized for my contributions”	64%	55%	56%	51%
29	“Senior Leadership communicates openly about important matters”	66%	59%	50%	50%
18	“Our review process accurately measures my job performance”	66%	54%	60%	52%
10	“I can speak up or challenge a traditional way of doing something without fear of harming my career”	67%	62%	60%	59%

Statements are sorted by lowest positive response.

Barometer Statements

Survey Statement		2024 WCU Overall % Positive	2022 WCU Overall % Positive	2020 WCU Overall % Positive	2024 UNC System Overall % Positive	2022 UNC System Overall % Positive	2020 UNC System Overall % Positive
4	I understand how my job contributes to this institution's mission	93%	89%	92%	89%	88%	88%
12	The work I do is meaningful to me.	84%	82%	n/a	84%	81%	n/a
30	All things considered, this is a great place to work	80%	69%	77%	67%	63%	69%
29	This institution's culture is special – something you don't find just anywhere.	68%	63%	70%	54%	54%	57%
19	There's a sense that we're all on the same team at this institution.	60%	46%	56%	43%	38%	44%
32	I feel a sense of belonging at this institution.	74%	67%	n/a	66%	62%	n/a

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

Response Option	% of Respondents (2024)	% of Respondents (2022)
Better or more competitive salary	70%	73%
Better work/life balance	29%	32%
Better opportunities for career advancement	28%	32%
More flexible working arrangements	23%	26%
Satisfied with my current position	18%	15%
Better work environment	15%	19%
Better job duties match to your skill sets/interests	14%	15%
Better opportunities for professional development	8%	8%
Better supervisory relationship	9%	8%
Better job security/stability	8%	7%

Take Aways

- Overall participation and satisfaction rates were at the top of UNC System four-year institutions and the overall positive rating increased significantly over previous survey results.
- Overall Institutional level results exceed both UNC System, Southeast Region, and Carnegie classification peers.
- Job Satisfaction/Support, Mission/Pride, Faculty & Staff Well-being, and Work Environment were viewed as institutional strengths.
- Employee perceptions of their Supervisor/Dept. Chair continued to rate highly with positivity scores exceeding 2022, 2020 and 2018.
- “Senior Leadership”, “Communication”, and “Collaboration” dimensions showed significant increases as compared to 2022 and exceeded UNC System and benchmark peers.

Take Aways

- Salary/compensation continue to be an area of dissatisfaction followed by concerns associated with Performance Management processes.
- Highest overall positive satisfaction scores were seen in EHRA Non-Faculty (80%) as compared to SHRA (75%) and Faculty (70%). This is the first survey that all employee groups were at or above 70%.
- There were significant differences in perception to specific dimensions across job categories:
 - “Work Environment” (EHRA NF: 84%; SHRA: 80%; Faculty: 72%).
 - “Confidence in Senior Leadership” (EHRA NF: 76%; SHRA: 68%; Faculty: 58%).
 - “Faculty and Staff Well-being” (EHRA NF: 84%; SHRA: 81%; Faculty: 71%).
 - “Communication” (EHRA NF: 72%; SHRA: 69%; Faculty: 60%).



Questions/Discussion