

2025 Regent Universities USS-UPS Survey

Report for Pittsburg State University (PSU), including:
PSU UPS Results
Statewide UPS Results



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



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Statewide UPS Results

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Introduction

Introduction

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

The survey was conducted during spring 2025 using Qualtrics on-line survey software. Email addresses for USS and UPS employees of the six universities during the spring 2025 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 is provided as Appendix A. Verbatim responses to open-ended questions (redacted of identifying names) are provided in Appendix B.

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

Methods

Email requests were sent to 9,613 USS and UPS employees at the six universities. The Institute received 3,516 usable completions on the online survey, a response rate of 36.6%. Since the lists provided by each university included all USS and UPS employees, no margin of error is calculated. The initial email invitation was sent April 2, 2025. Multiple follow-up email requests were sent to non-responding employees between then and the close of data collection on May 8, 2025.

For Pittsburg State University, emails were sent to 455 USS and UPS employees. The Institute received completions from 70 USS and 170 UPS employees, for an institution response rate of 52.7%.

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

Summary

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

The Docking Institute's independent analysis shows the following:

- There is a very similar distribution of years employment at their current university when comparing PSU UPS to Statewide UPS employees.
- When asked to rank (from first to fourth) the importance of various items, "amount of pay or compensation" was ranked first among most respondents (81.2% for Statewide UPS Employees and 85.7% for PSU UPS Employees). The item with the next highest percentages ranking it first is "recognition for work performed" at 11.7% among Statewide UPS Employees and 10.6% among PSU UPS Employees and similar percentages of Statewide UPS Employees (34.8%) and PSU UPS Employees (36%) ranked it second. A larger percentage of PSU UPS Employees (39.1%) than Statewide UPS Employees (35%) ranked "additional incentives or perks" second.
- Two-thirds or more if both PSU UPS Employees and Statewide UPS Employees report that their "work is greatly appreciated" by their immediate supervisors and co-workers. A larger percentage of PSU UPS Employees (53.5%) than Statewide UPS Employees (48.7%) report that their "work is greatly appreciated" by department heads.
- Similar percentages of PSU UPS Employees (21.2%) and Statewide UPS Employees (20.1%) rate their morale as "extremely positive." The single largest percentages of both groups (close to 50%) rate their morale as "somewhat positive."
- Similar percentages of PSU UPS Employees (39.9%) and Statewide UPS Employees (40.8%) report that their morale has worsened "compared to two years ago."
- Of those indicating that their morale has worsened compared to two years ago, 53.7% of PSU UPS Employees and 61.9% of Statewide UPS Employees report that "salary increases haven't kept up with increased costs," and over half (52.2%) of PSU UPS Employees report that the "morale of those around me has worsened."
- Of those reporting that their morale has improved or stayed the same compared to two years ago, 35.6% of PSU UPS Employees but only 26.2% of Statewide UPS Employees report as a reason for this improvement that "the future of my position is certain and stable."
- A slightly smaller percentage of Statewide UPS Employees (60.5%) than PSU UPS Employees (55.7%) report that their wages are *at least* "somewhat reasonable."

- A larger percentage of PSU UPS Employees (37.1%) than Statewide UPS Employees (31.6%) report having a second job. Of those without second jobs, 40.2% of PSU UPS Employees and 41.5% of Statewide UPS Employees report “considering taking a second job.”
- Of those with second jobs or considering taking second jobs, 43.4% and 40.6% (PSU 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, over 70% of both PSU UPS Employees and Statewide UPS Employees indicate that health insurance benefits and stable work are reasons for continued university employment. At or more than 60% of both groups report continuing university employment to maximize their retirement benefits and also because they enjoy the work. A larger percentage of PSU UPS Employees (50.1%) than Statewide UPS Employees (34.5%) cite education discounts as an important reason for continued university employment.
- Regarding incentives or opportunities, more than 80% of PSU UPS Employees and Statewide UPS Employees “agree” or “strongly agree” that they “enjoy the things they do at work” and that they have “generally positive work environments.” About 80% of both groups “agree” or “strongly agree” that they are “sufficiently trained to complete their duties.” About 60% of both groups “agree” or “strongly agree” that they have “sufficient opportunities for professional development,” and over 50% “agree” or “strongly agree” that they have “reasonable workloads.”
- About 70% PSU UPS Employees and Statewide UPS Employees consider “improved healthcare benefits” and “flextime or flexible hours” as “extremely important” or “very important.” Over 60% of PSU Employees consider “tuition assistance at another university” and “tuition assistance at a community or technical college” as “extremely important” or “very important.”
- The single largest percentage (about 46%) of both PSU UPS Employees and Statewide UPS Employees rate State health insurance as “fair value and fair cost.”
- A larger percentage (66.7%) of PSU UPS Employees than Statewide UPS Employees (61.3%) report that budget limitations have led to “increased duties.” Similarly, a larger percentage (67.5%) of PSU Employees than Statewide Employees (57.9%) indicate an “increased quantity of work.” About 50% of both groups report they must now “complete more advanced duties or tasks.”
- A smaller percentage of PSU UPS Employees (25.9%) than Statewide UPS Employees (33.6%) report looking for a different job within the past year or so.
- Of those currently looking for a different job, 60.5% of Statewide UPS Employees and 46.5% of PSU UPS Employees are interested in other on-campus employment, while in a separate question, 90.9% of both Statewide and PSU Employees are interested in off-campus employment.

Findings

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

Table 1 shows a very similar distribution of years employment at their current university when comparing PSU UPS to Statewide UPS employees.

Table 1: Years of Employment

	Statewide UPS		PSU UPS	
	Frequency	Percent	Frequency	Percent
0-2 years	785	25.9	50	29.4
3-4 years	440	14.5	29	17.1
5-9 years	652	21.5	30	17.6
10-14 years	410	13.5	21	12.4
15-19 years	256	8.4	15	8.8
20 years or more	487	16.1	25	14.7
Total	3,030	100	170	100

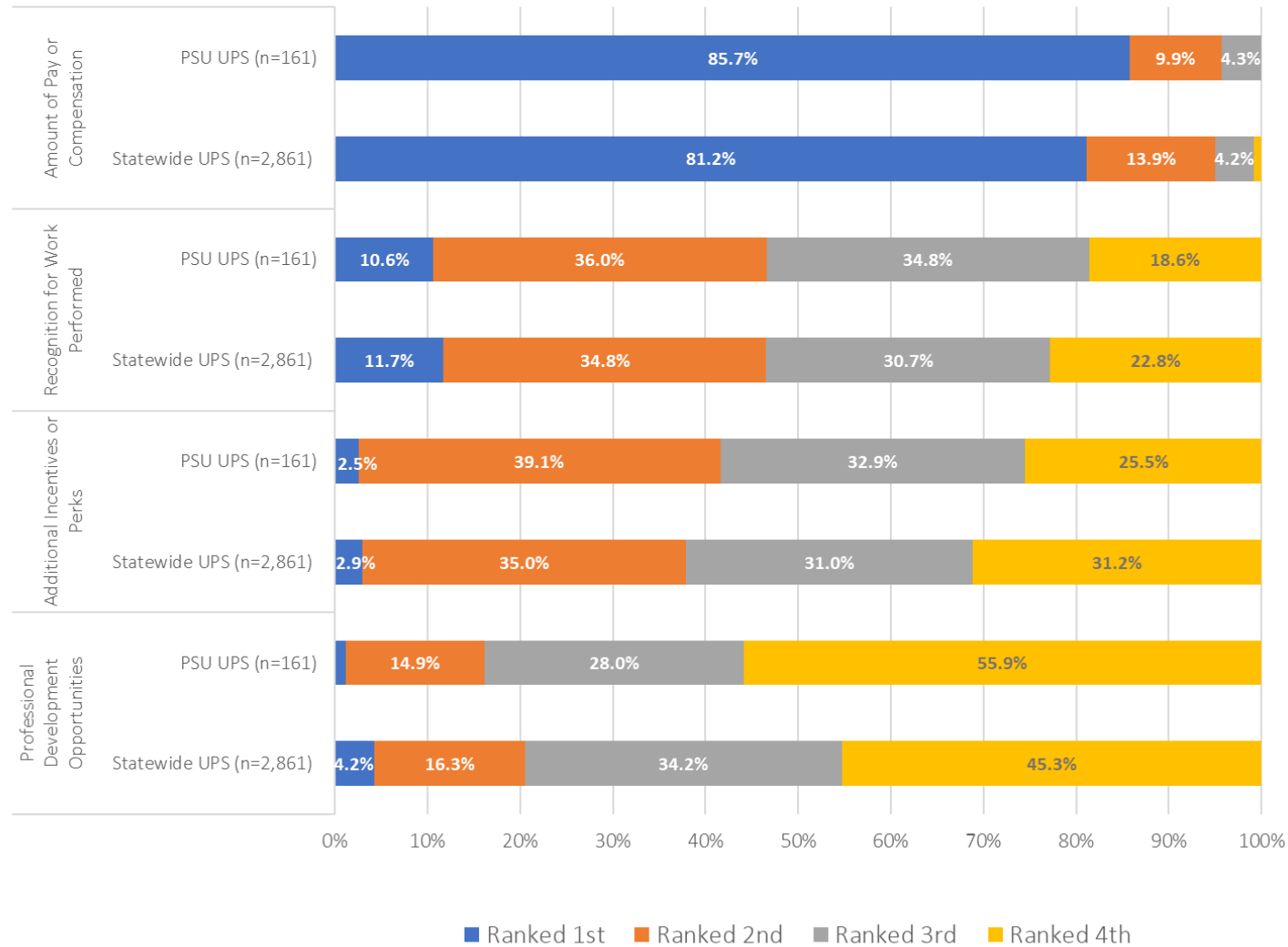
Item Importance and Appreciation of Work Performance

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

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

The figure shows that “amount of pay or compensation” was ranked first among most respondents (81.2% for Statewide UPS Employees and 85.7% for PSU UPS Employees). The item with the next highest percentages ranking it first is “recognition for work performed” at 11.7% among Statewide UPS Employees and 10.6% among PSU UPS Employees and similar percentages of Statewide UPS Employees (34.8%) and PSU UPS Employees (36%) ranked it second. A larger percentage of PSU UPS Employees (39.1%) than Statewide UPS Employees (35%) ranked “additional incentives or perks” second.

Figure 1: Item Ranking



Respondents were asked “if there is another work-related item that you consider to be of high importance.” Table 2 shows all comments collapsed into categories. (NOTE: Some respondents provided more than one item. The categories below show the first item listed.) Appendix B shows all responses from PSU UPS Employees.

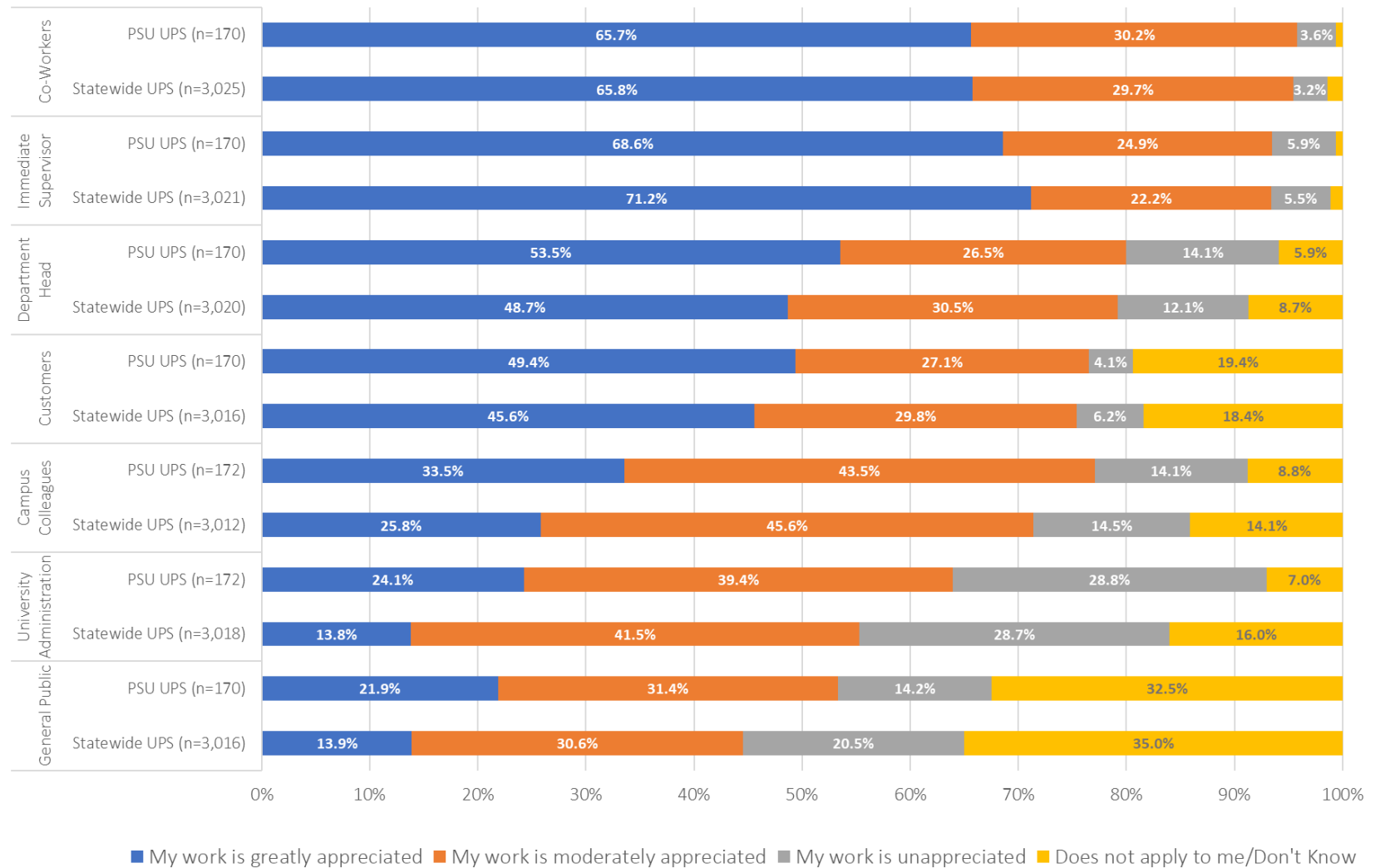
Table 2: Additional High Importance Items (Categories)

	Statewide Employees			PSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Healthy workplace culture, inclusion, sense of belonging	168	15.7		4	7.7
Respect, to be included in decision-making, have autonomy	143	13.4		4	7.7
For pay/title/duties to correlate, valued/compensated for experience, cost of living pay increases	121	11.3		10	19.2
Opportunities for advancement, continuous learning, stability in employment	105	9.8		5	9.6
Better/more extensive benefits package, tuition assistance, paid time-off, parking	100	9.3		6	11.5
Flexible work hours & shifts, four-day work week	103	9.6		4	7.7
Adequate staffing/funding/resources	69	6.4		5	9.6
Doing meaningful work, mentoring opportunities, collaboration	66	6.2		2	3.8
More knowledgeable management, transparency, communication	52	4.9		4	7.7
Opportunities for remote work, hybrid work	56	5.2		1	1.9
More equity & fairness, better workplace safety	35	3.3		3	5.8
Better work-life balance, adequate time-off, appropriate workload	32	3.0		2	3.8
Other comment	21	2.0		2	3.8
	1,071	100		52	100.0

Figure 2 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 two-thirds or more report that their “work is greatly appreciated” by their immediate supervisors and co-workers. A larger percentage of PSU UPS Employees (53.5%) than Statewide UPS Employees (48.7%) 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 similar percentages of PSU UPS Employees (21.2%) and Statewide UPS Employees (20.1%) rate their morale as “extremely positive.” The single largest percentages of both groups (close to 50%) rate their morale as “somewhat positive.”

Figure 3: Morale at Work

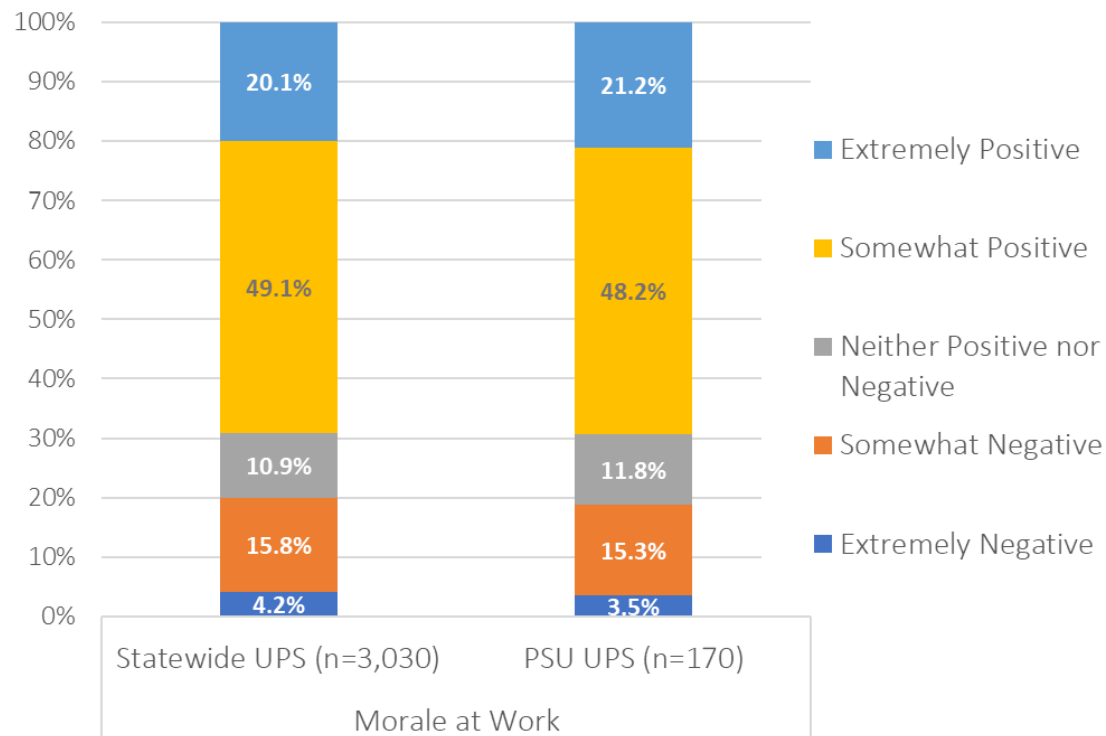
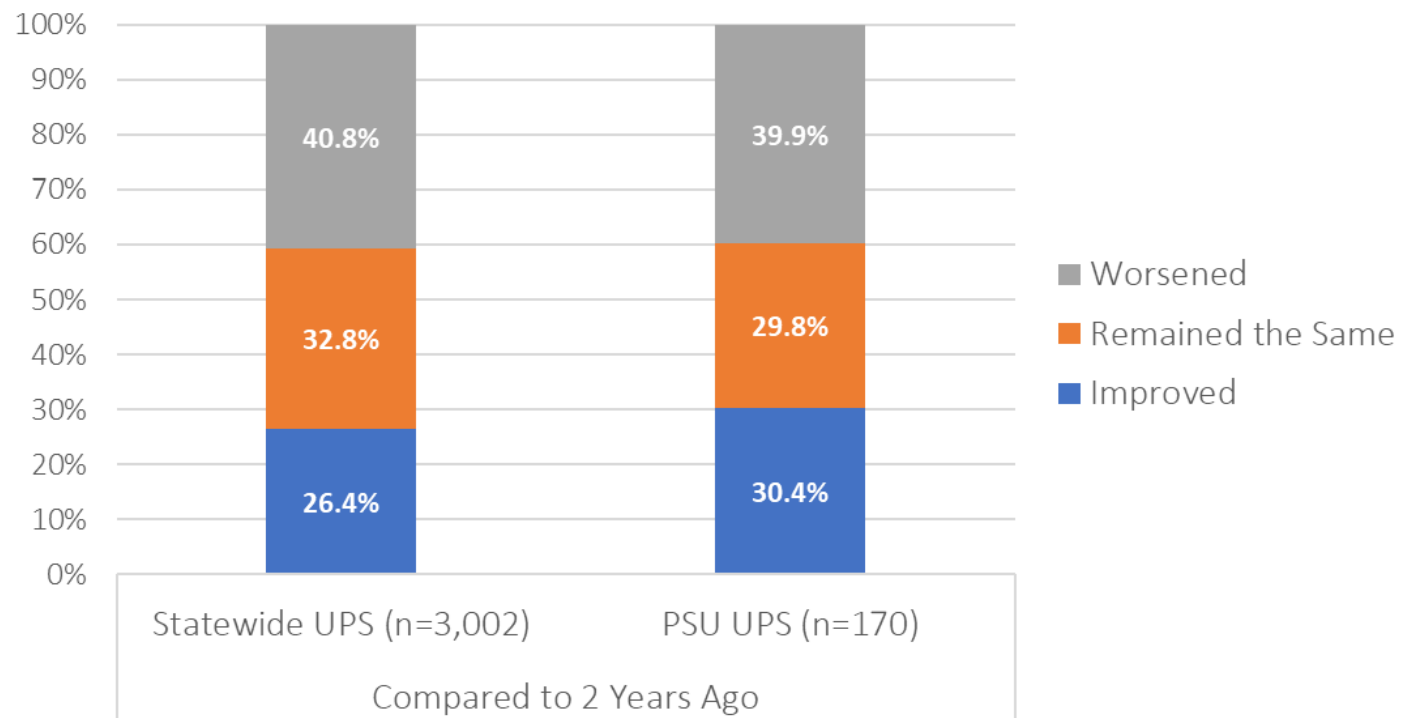


Figure 4 shows that similar percentages of PSU UPS Employees (39.9%) and Statewide UPS Employees (40.8%) report that their morale has worsened “compared to two years ago.”

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 53.7% of PSU UPS Employees and 61.9% of Statewide UPS Employees report that “salary increases haven’t kept up with increased costs.” Over half (52.2%) of PSU UPS Employees report that the “morale of those around me has worsened.”

Figure 5: Why Morale Has Worsened

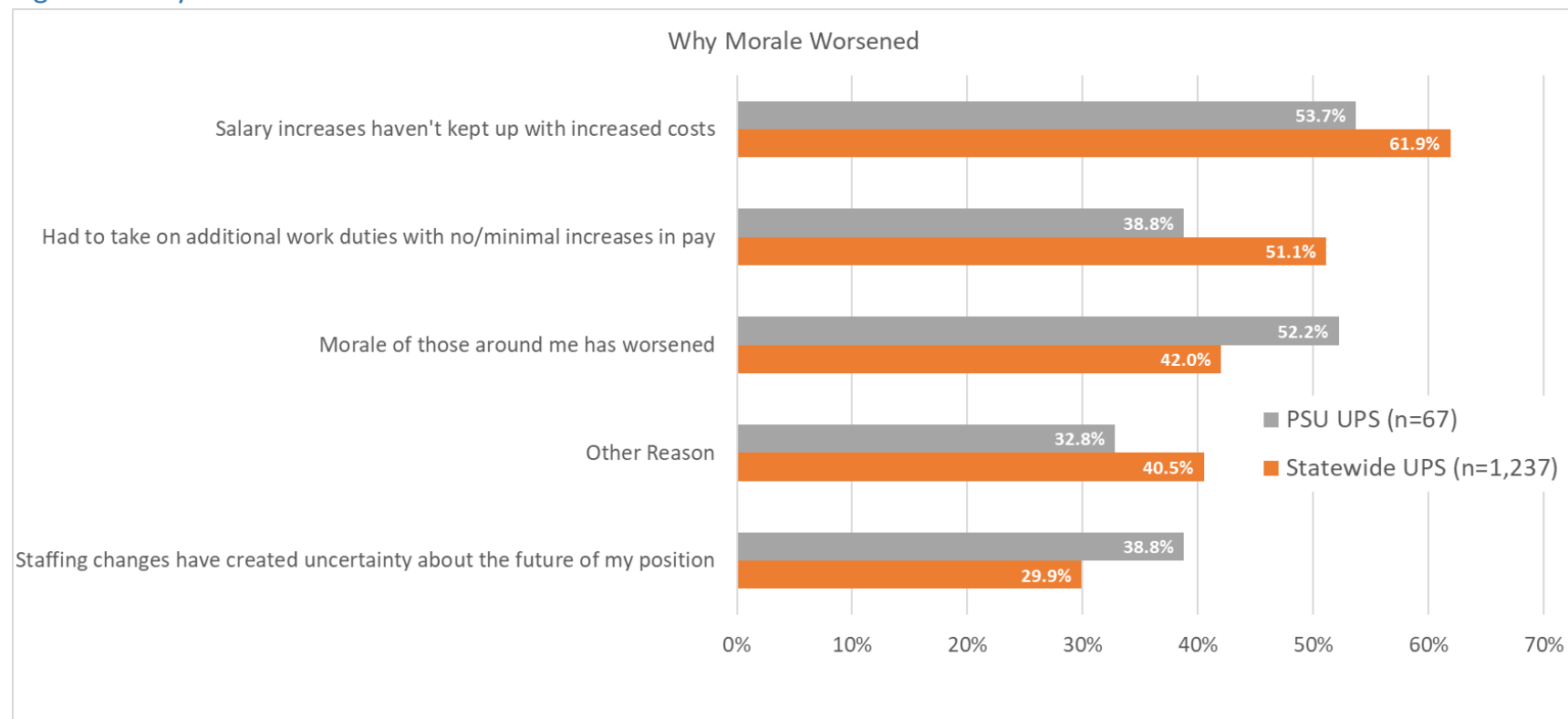


Table 3 shows the coded responses to a follow-up question when someone answered “other reason.” The number of university-specific employees answering this question is so low as to be only suggestive. (NOTE: Some respondents provided more than one item or issue. The coded categories below show the first item/issue listed.) Appendix B shows all responses from PSU UPS Employees.

Table 3: Other Reasons Morale Has Worsened

	Statewide Employees			PSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Political environment and external pressures (Federal/State hostility to higher ed., cultural devaluation of ed.)	152	31.3		2	9.5
Leadership and administration (toxic supervision, disconnected, administrative bloat)	80	16.5		6	28.6
Morale, culture and climate (lack of trust, burnout, hopelessness, change fatigue)	62	12.8		6	28.6
Workload and staffing (overworked, understaffed, unfair work distribution, high turnover)	48	9.9		1	4.8
Compensation and pay equity (stagnant wages, salary compression, lack of recognition)	42	8.7			0.0
Misalignment with university values (shift toward profit, erosion of mission, moral concerns)	26	5.4		3	14.3
Communication and transparency (poor internal communication, top-down decisions, lack of feedback mechanisms)	23	4.7			0.0
Job insecurity (policy changes, reorganization, centralization)	20	4.1		3	14.3
Lack of career growth and development (few promotion opportunities, lack of P.D., unclear advancement paths)	21	4.3			0.0
Other comment	11	2.3			0.0
Total	485	100		21	100.0

Figure 6 shows that, of those reporting that their morale has improved or stayed the same compared to two years ago, 35.6% of PSU UPS Employees but only 26.2% of Statewide UPS Employees report as a reason for this improvement that “the future of my position is certain and stable.” Tables 4 shows the coded responses to a follow-up question when someone answered “other reason.” The number of university-specific employees answering this question is so low as to be only suggestive. Table 5 shows the coded responses when respondents were offered in an open-ended field to mention any other comments regarding morale, and the single largest percentages of PSU and Statewide employees mention a lack of equity in compensation (and at PSU, this is in a tie with toxic culture for most mentions). (NOTE: Regarding Tables 4 and 5, some respondents provided more than one item or issue. The coded categories in the tables show the first item/issue listed.) Appendix B shows all PSU UPS Employee responses to the two questions collapsed into categories for reporting in Tables 4 and 5.

Figure 6: Why Morale has Improved or Remained the Same

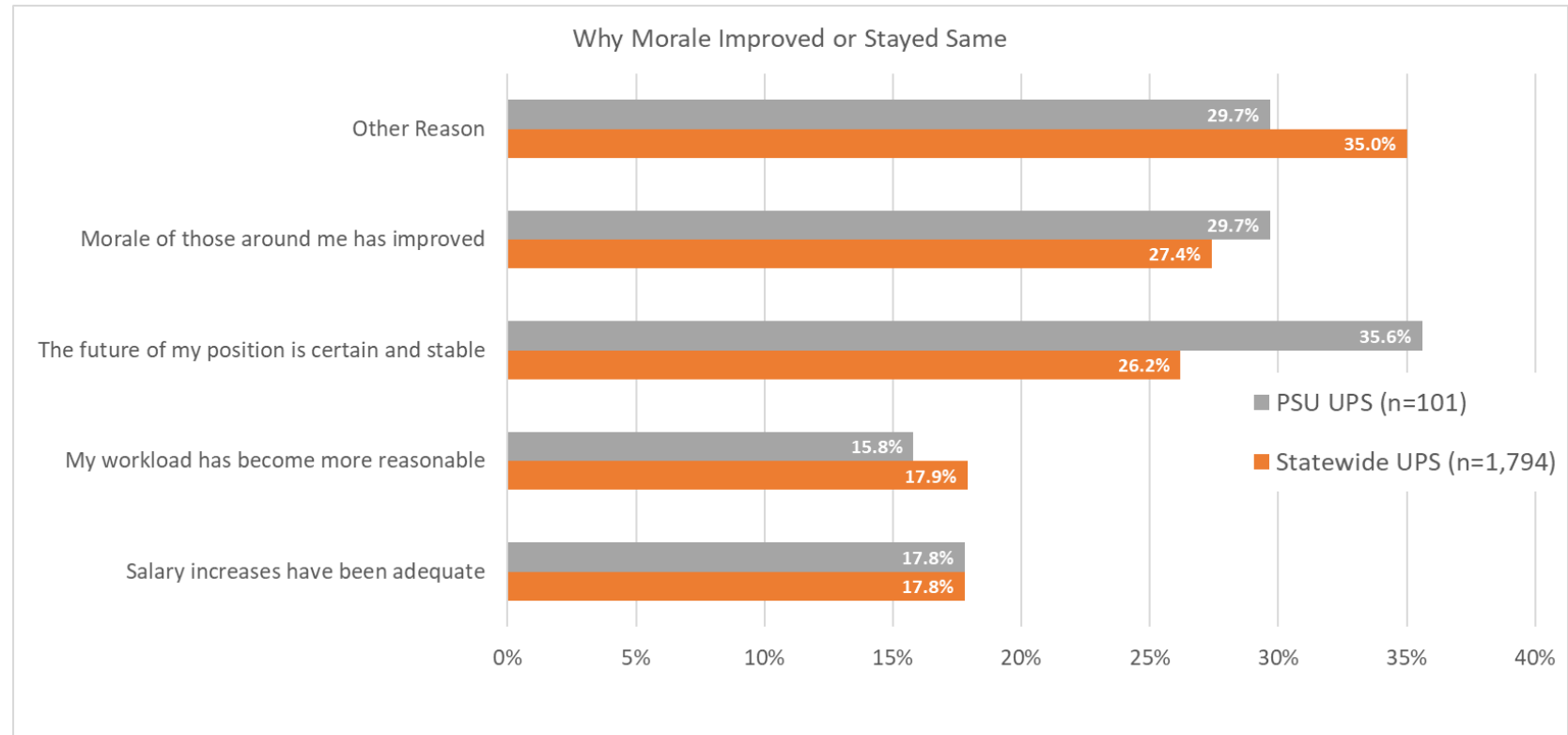


Table 4: Other Reasons Morale Same or Improved

	Statewide Employees		PSU UPS Employees	
	Freq.	Percent	Freq.	Percent
Supervision and leadership (new leadership, supportive, communicative)	106	22.9	6	26.1
Role fit (alignment with skills/interest, increased autonomy, confidence)	89	19.2	3	13.0
Coworkers and team culture (positive, collaborative, close-knit team)	56	12.1	3	13.0
Recent change in internal position/job duties	62	13.4	5	21.7
Workload and staffing (stabilized, support staff increased)	56	12.1	1	4.3
Internal mindset and personal reasons (attitude shift, mental health work)	35	7.6	1	4.3
Increased Salary, compensation, or recognition	33	7.1	3	13.0
Other comment	26	5.6	1	4.3
Total	463	100	23	100.0

Table 5: Other Comments About Morale

	Statewide Employees		PSU UPS Employees	
	Freq.	Percent	Freq.	Percent
Lack of equity in compensation (pay disparities, lack of merit-based raises)	194	17.4	7	15.9
Negative external political and economic pressures	174	15.6	4	9.1
Workload and staffing changes (increased responsibilities, unfilled positions)	121	10.8	5	11.4
Feeling of positive campus climate and community	115	10.3	2	4.5
Negative leadership (absentee leaders, inconsistent expectations)	99	8.9	4	9.1
Toxic culture (nepotism, favoritism, bullying, inequitable treatment)	89	8.0	7	15.9
Lack of recognition and appreciation	72	6.4	2	4.5
Organizational change and instability (constant restructuring, leadership turnover)	65	5.8	6	13.6
Lack of communication and transparency	53	4.7	2	4.5
Lack of career advancement and professional growth	39	3.5	1	2.3
Bureaucracy and inefficiency (outdated systems, excessive red tape)	31	2.8	1	2.3
Other comment	66	5.9	3	6.8
Total	1,118	100	44	100.0

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 shows responses to the question “how do you rate your salary or hourly wage with regard to the work you currently perform?” Answer options ranged from “extremely reasonable” to “extremely unreasonable.” The figure shows that a slightly smaller percentage of Statewide UPS Employees (60.5%) than PSU UPS Employees (55.7%) report that their wages are *at least* “somewhat reasonable.”

Figure 7: Perception of Current Wages

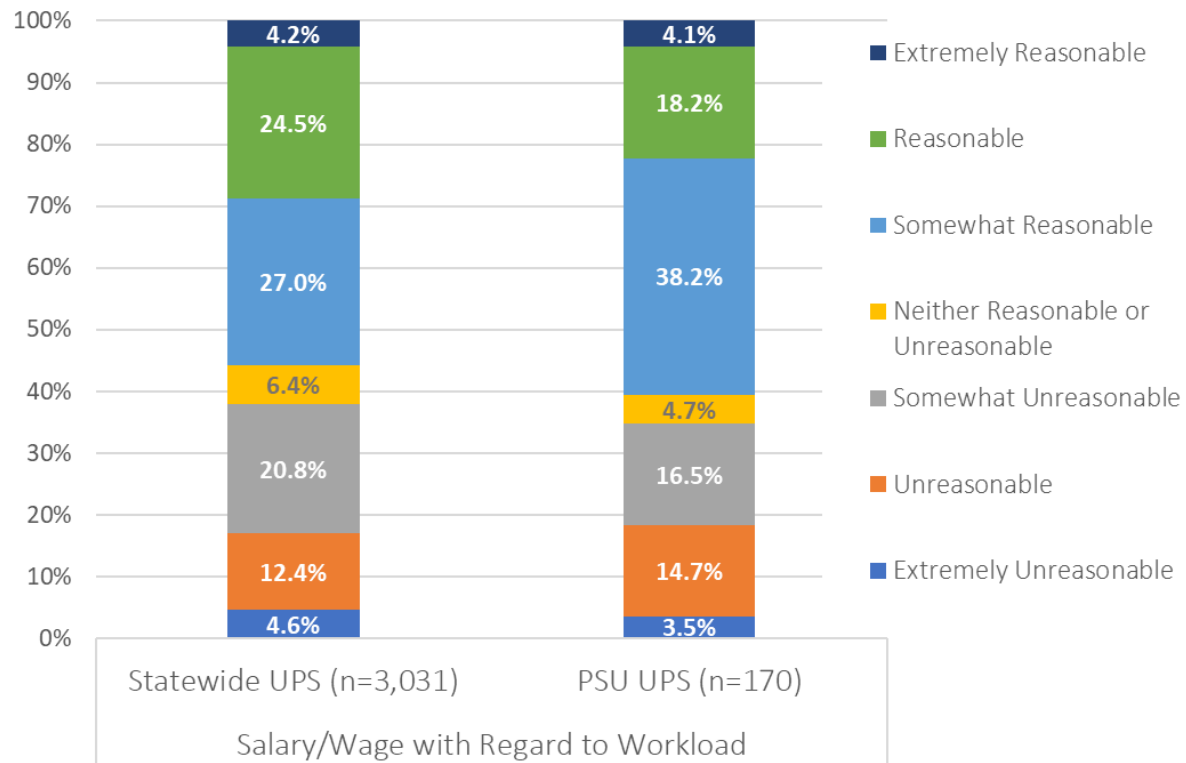
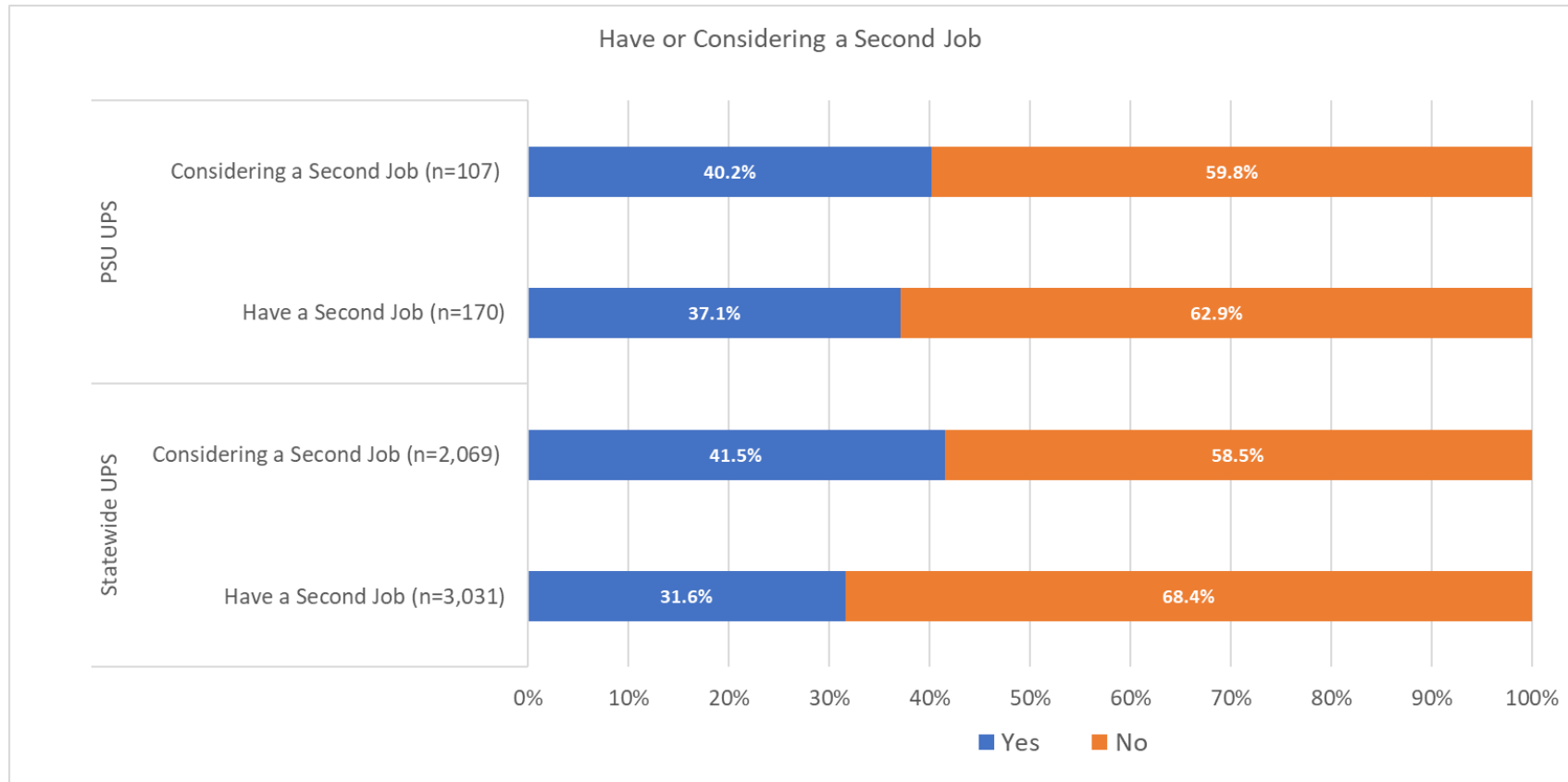


Figure 8 shows that a larger percentage of PSU UPS Employees (37.1%) than Statewide UPS Employees (31.6%) report having a second job. Of those without second jobs, 40.2% of PSU UPS Employees and 41.5% of Statewide UPS Employees report “considering taking a second job.”

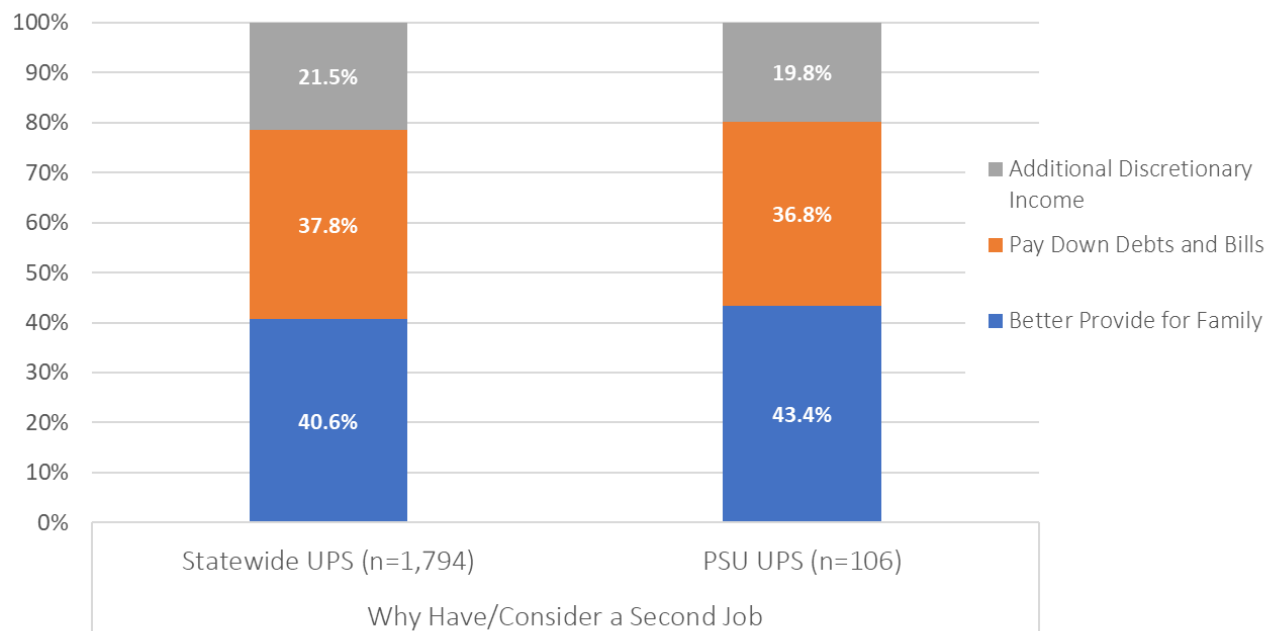
Figure 8: Have or Consider a Second Job or Other Income



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

Answer options included to “be able to better provide for family,” “help to pay down debts/bills,” and “be able to have additional discretionary income (i.e., to spend on vacations, upgraded car, etc.).” Figure 9 shows that of those with second jobs or considering taking second jobs, 43.4% and 40.6% (PSU 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



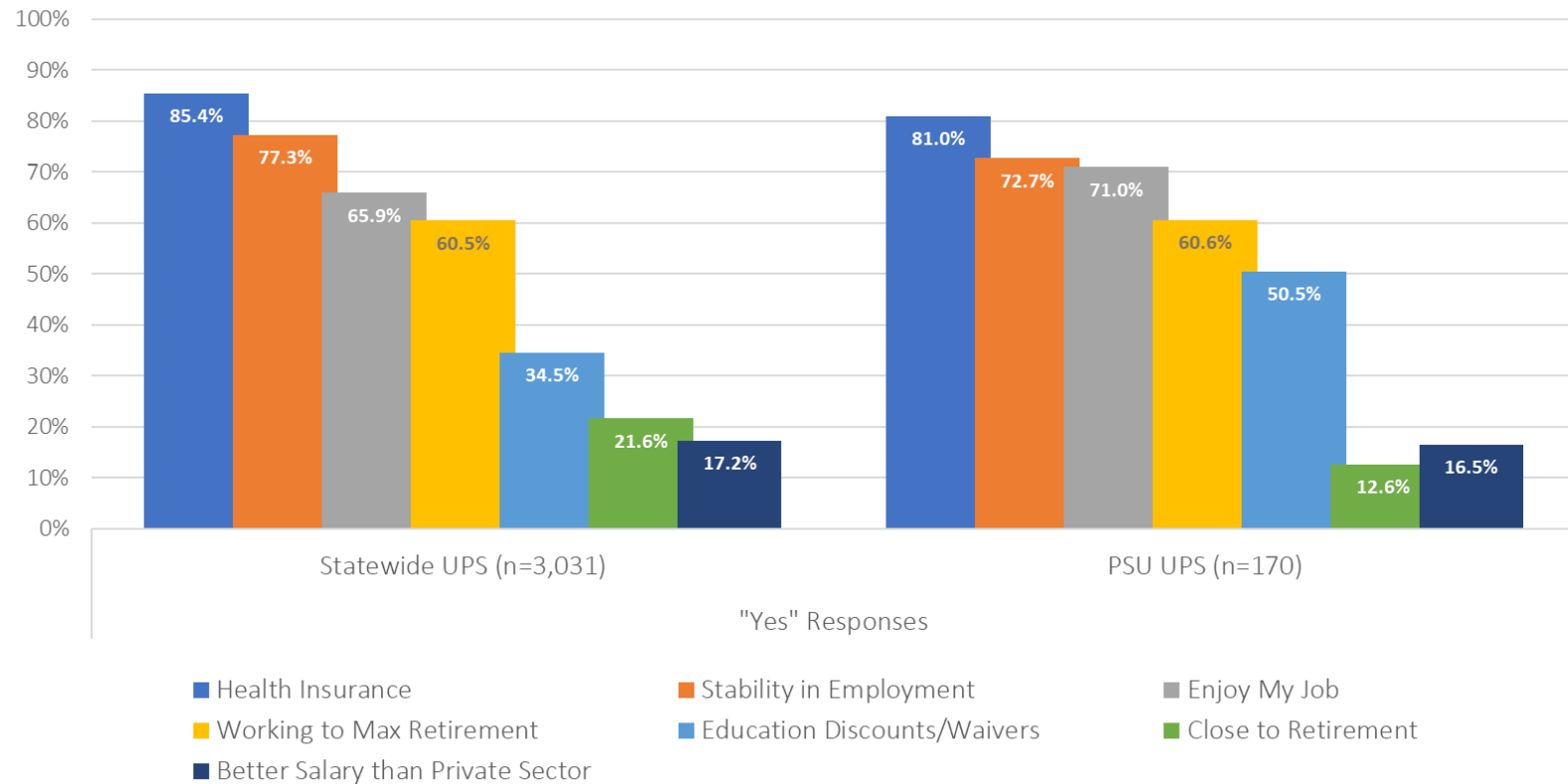
Respondents with a second job or considering a second job (“yes” answers shown in Figure 8) were asked the question “Regarding your job with the University, which of the following reasons have encouraged you to *remain employed* there?”

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 shows that of those with second jobs or considering taking second jobs, over 70% of both PSU UPS Employees and Statewide UPS Employees indicate that health insurance benefits and stable work are reasons for continued university employment. At or more than 60% of both groups report continuing university employment to maximize their retirement benefits and because they enjoy the work. A larger percentage of PSU UPS Employees (50.1%) than Statewide UPS Employees (34.5%) cites education discounts as an important reason for continued university employment.

Figure 10: Reasons for Continued University Employment



Job Satisfaction, Incentives, and Health Insurance

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

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

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

Figures 11a and 11b show responses to the statements above. Figure 11a shows that more than 80% of PSU UPS Employees and Statewide UPS Employees “agree” or “strongly agree” that they “enjoy the things they do at work” and that they have “generally positive work environments.” About 80% of both groups “agree” or “strongly agree” that they are “sufficiently trained to complete their duties.” Figure 11b shows that about 60% of both groups “agree” or “strongly agree” that they have “sufficient opportunities for professional development,” and over 50% “agree” or “strongly agree” that they have “reasonable workloads.”

Figure 11a: Job Satisfaction

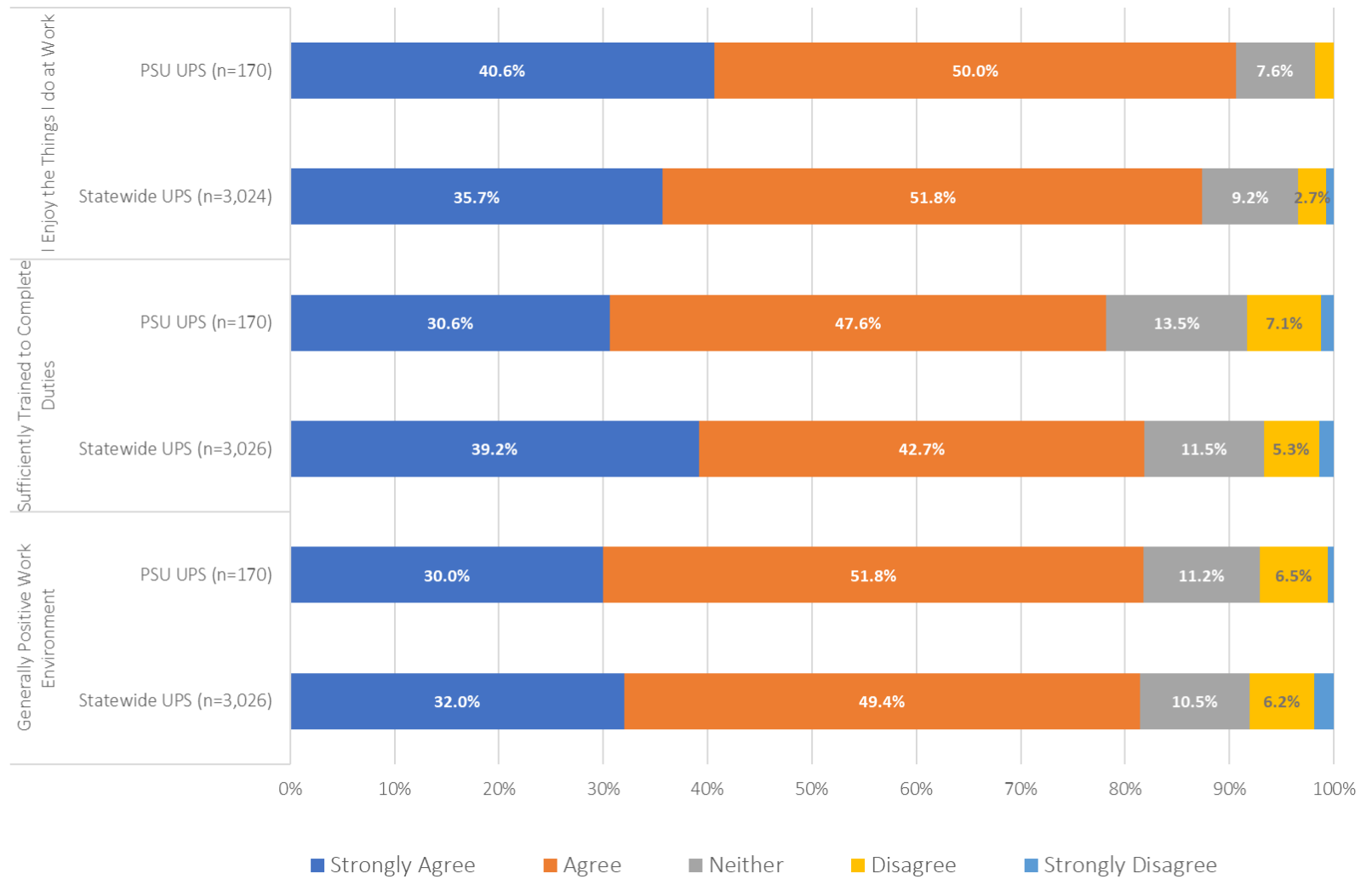
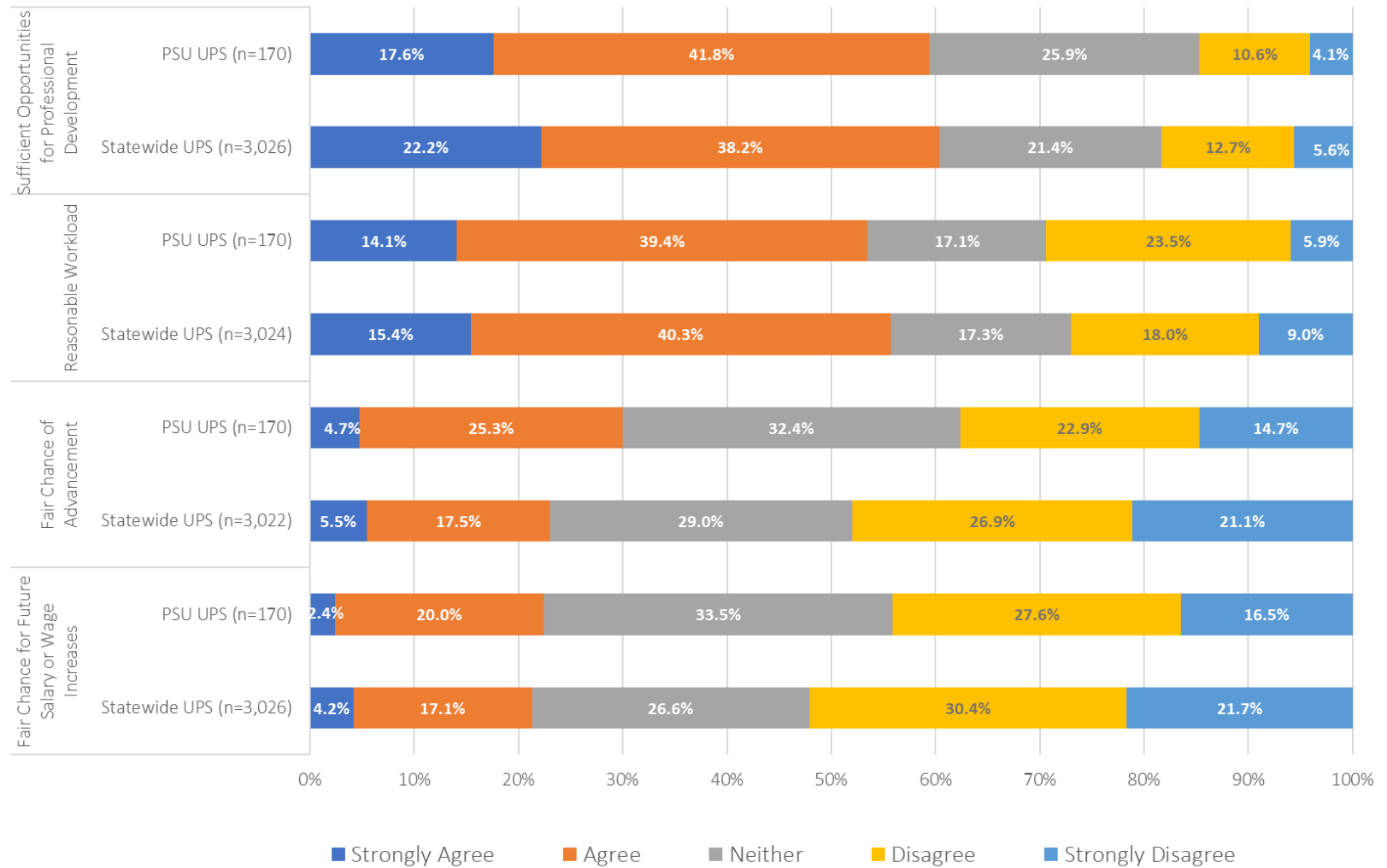


Figure 11b: Job Satisfaction (Continued)



Respondents were asked to provide another item or issue that they feel strongly about in a text box. Table 6 shows comments collapsed into categories. (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 PSU UPS Employees.

Table 6: Additional Job Satisfaction Items/Issues (Categories)

	Statewide Employees			PSU UPS Employees	
	Freq.	Percent		Freq.	Percent
We need raises to keep up with the cost of living	96	16.2		3	15.8
Pay equity should be addressed/Salary compression is unfair	86	14.6		2	10.5
I am concerned about job security/stability/future raises/advancement	78	13.2			0.0
Leadership and/or supervisors are unsupportive & hinder problem solving	54	9.1		3	15.8
I now have more than one position/have added duties with no/little support/compensation	43	7.3		2	10.5
I lack resources/training/staff/support to perform my duties well	48	8.1		3	15.8
I enjoy my job/coworkers/supervisor/position	34	5.8		2	10.5
Leadership and/or supervisors lack transparency/communication	26	4.4			0.0
I am overqualified/should earn more given my skills and/or education	22	3.7		3	15.8
I feel the tuition assistance/parking/HR/PTO/holiday policies need modification	19	3.2			0.0
Workplace biases, favoritism, cliques are problems on campus	20	3.4			0.0
I benefit from/would benefit from remote/hybrid/flexible work	16	2.7			0.0
I must work 40< hours/skip lunches/vacations due to staff reductions	14	2.4			0.0
Other comment	35	5.9		1	5.3
Total	591	100		19	100.0

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 shows that more than half of PSU UPS and State UPS Employees consider “flextime or flexible hours,” “improved healthcare benefits,” and “on-the-job training” as at least “very important.”

Figure 12a shows that about 70% PSU UPS Employees and Statewide UPS Employees consider “improved healthcare benefits” and “flextime or flexible hours” as “extremely important” or “very important.” Over 60% of PSU Employees consider “tuition assistance at another university” and “tuition assistance at a community or technical college” as “extremely important” or “very important.”

Figure 12a: Incentives or Opportunities

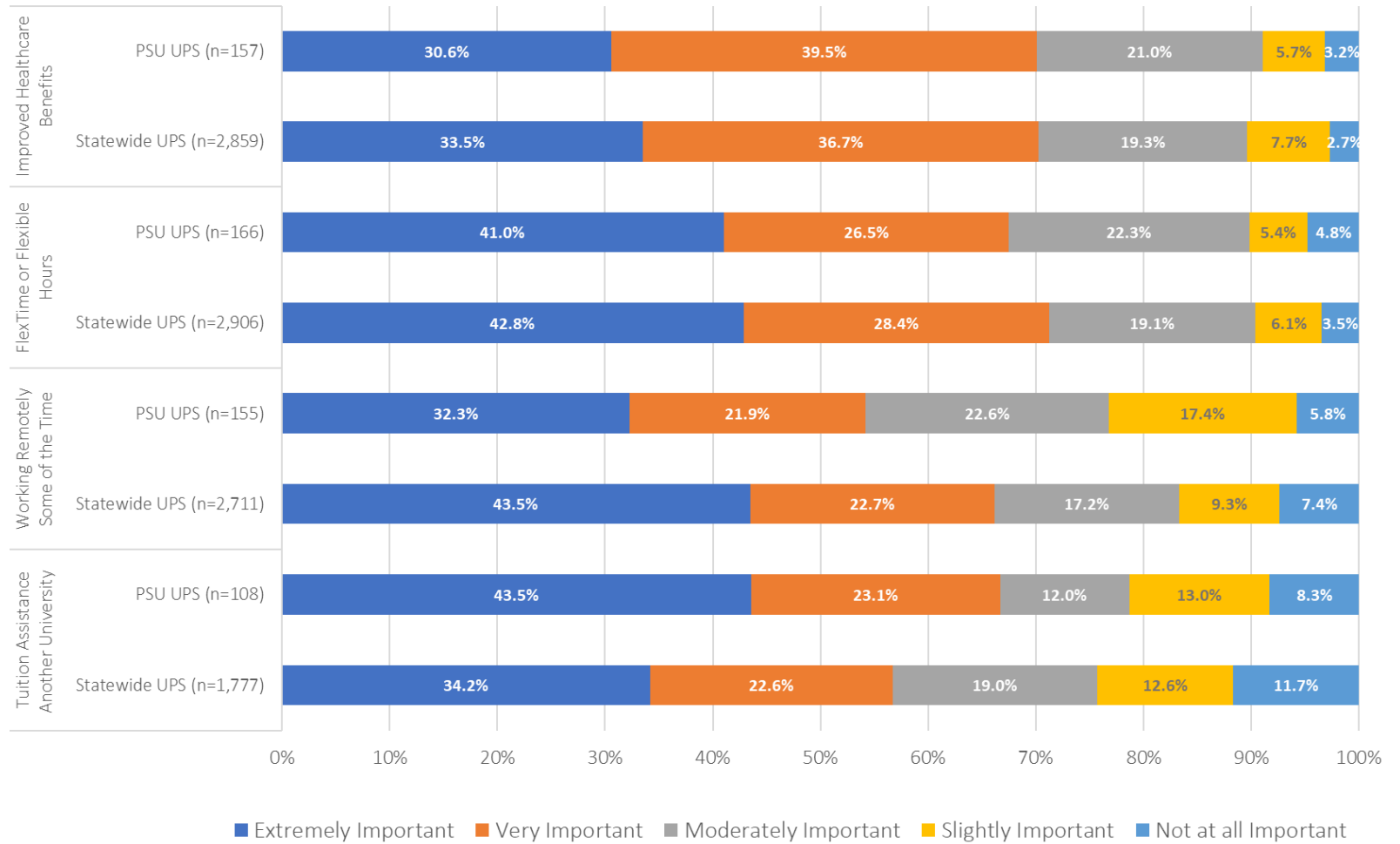
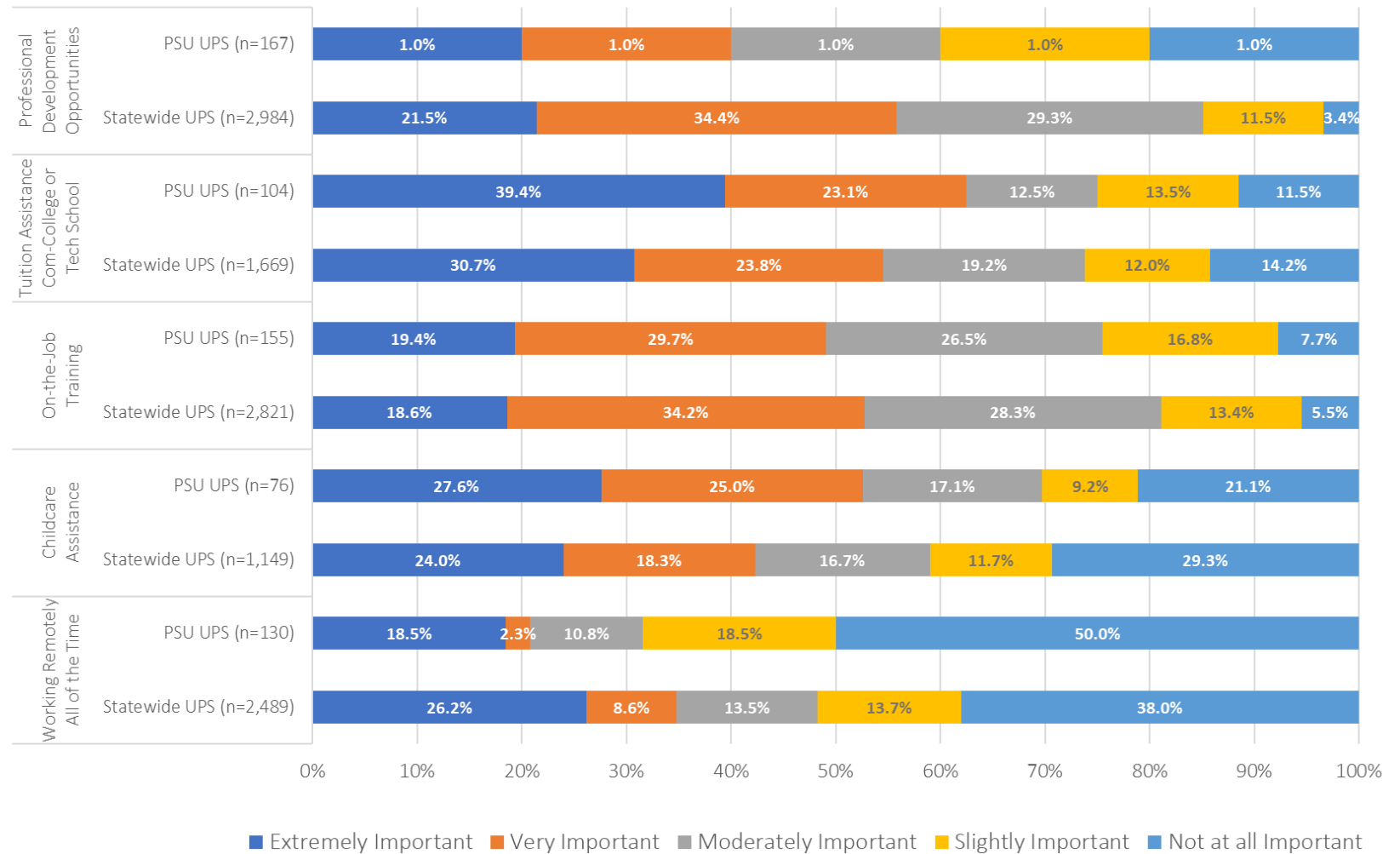


Figure 12b: Incentives or Opportunities (Continued)



Respondents were offered the ability to list other important incentives in an open-ended question that followed the lists. 7 shows comments collapsed into categories. (NOTE: Some respondents provided more than item. The categories below show the first item listed.) Appendix B shows all responses from PSU UPS Employees.

Table 7: Additional Incentives or Opportunities (Categories)

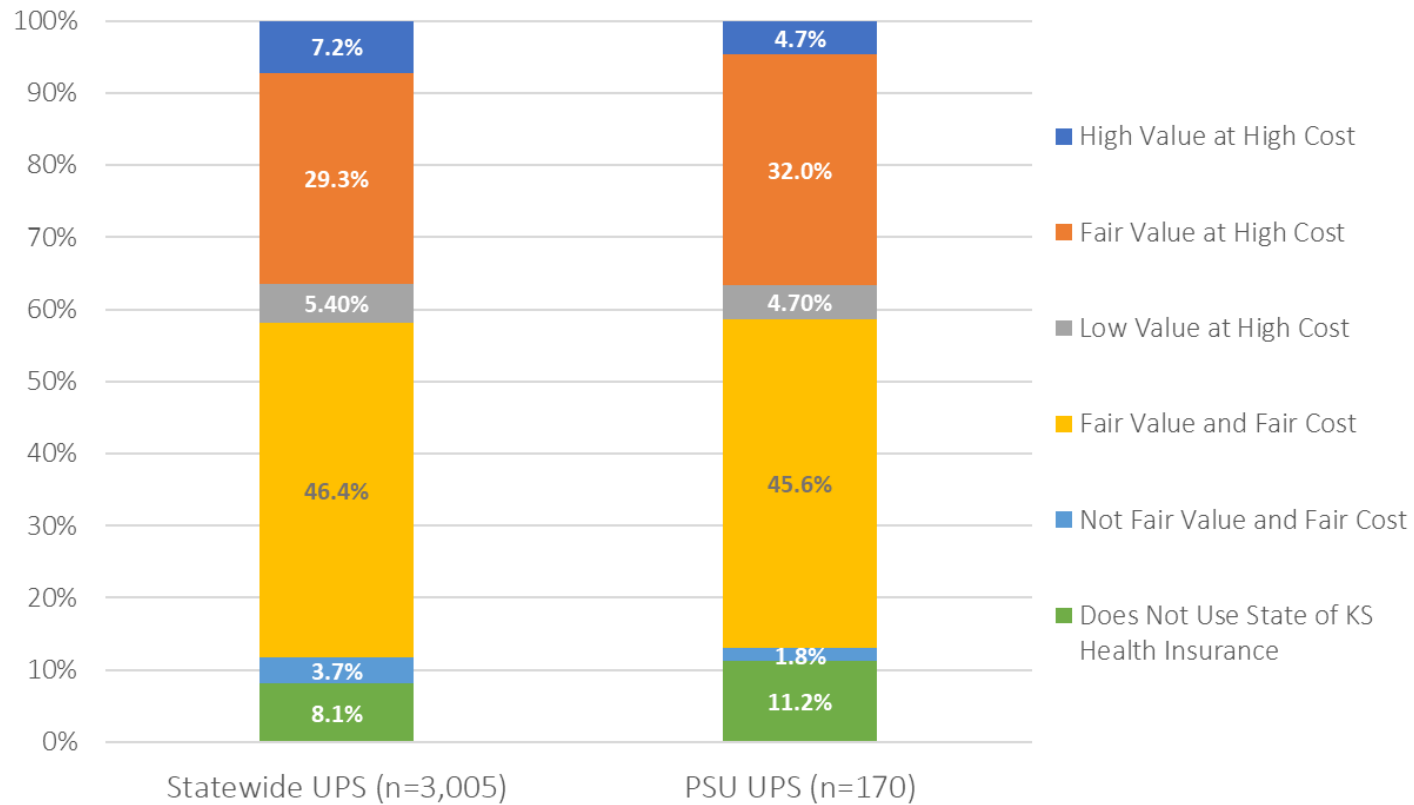
	Statewide Employees			PSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Tuition assistance, more opportunities to receive/use tuition assistance	115	21.0		5	21.7
Free parking, access to pool, exercise & recreation facilities, gift cards	86	16		1	4.3
Wage increases, livable wages, cost of living increases	54	10		3	13.0
Support for/time off for professional development	53	9.7		5	21.7
Merit pay, longevity bonus	43	7.9		1	4.3
Flexible schedule/hours/days, four-day workweek	28	5.1		2	8.7
Improved retirement packages, retirement incentives	27	4.9		2	8.7
Improved primary, mental, dental benefits/coverage, more affordable	25	4.6			0.0
Remote work, hybrid work, equipment for remote work	26	4.8			0.0
Adequate staffing/resources, improved work environment/management	22	4.0			0.0
Opportunities for advancement/merit and transparency about process	13	2.4			0.0
Support for better work-life balance, appropriate workload, PTO, adequate time off	12	2.2		2	8.7
Childcare assistance, parental leave, dependent care, funeral leave	11	2.0		1	4.3
Other comment	32	5.9		1	4.3
Total	547	100		23	100.0

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 shows that the single largest percentage (about 46%) of both groups rate this health insurance as “fair value and fair cost.”

Figure 13: Opinions about Health Insurance



Budget Limitation Impacts

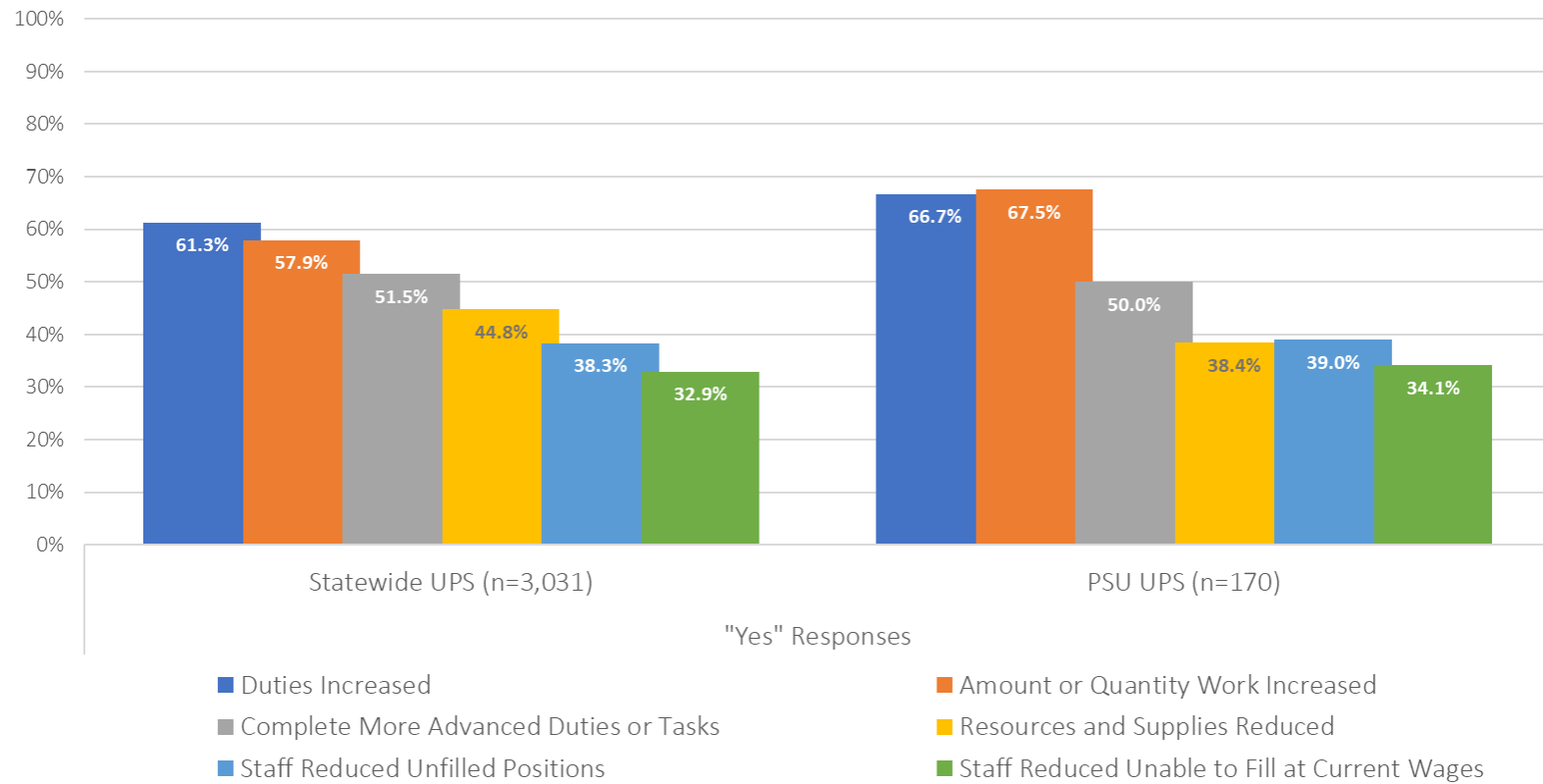
This section of the report addresses opinions about the impacts of budget limitations. Respondents were presented with the following question and statement: “Have budget limitations impacted your job? If so, please mark all the areas below that have been impacted by budget limitations.”

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 shows a larger percentage (66.7%) of PSU UPS Employees than Statewide UPS Employees (61.3%) report that budget limitations have led to “increased duties.” Similarly, a larger percentage (67.5%) of PSU Employees than Statewide Employees (57.9%) indicate an “increased quantity of work.” About 50% of both groups report they must now “complete more advanced duties or tasks.”

Figure 14: Opinions about Budget Limitation Impacts

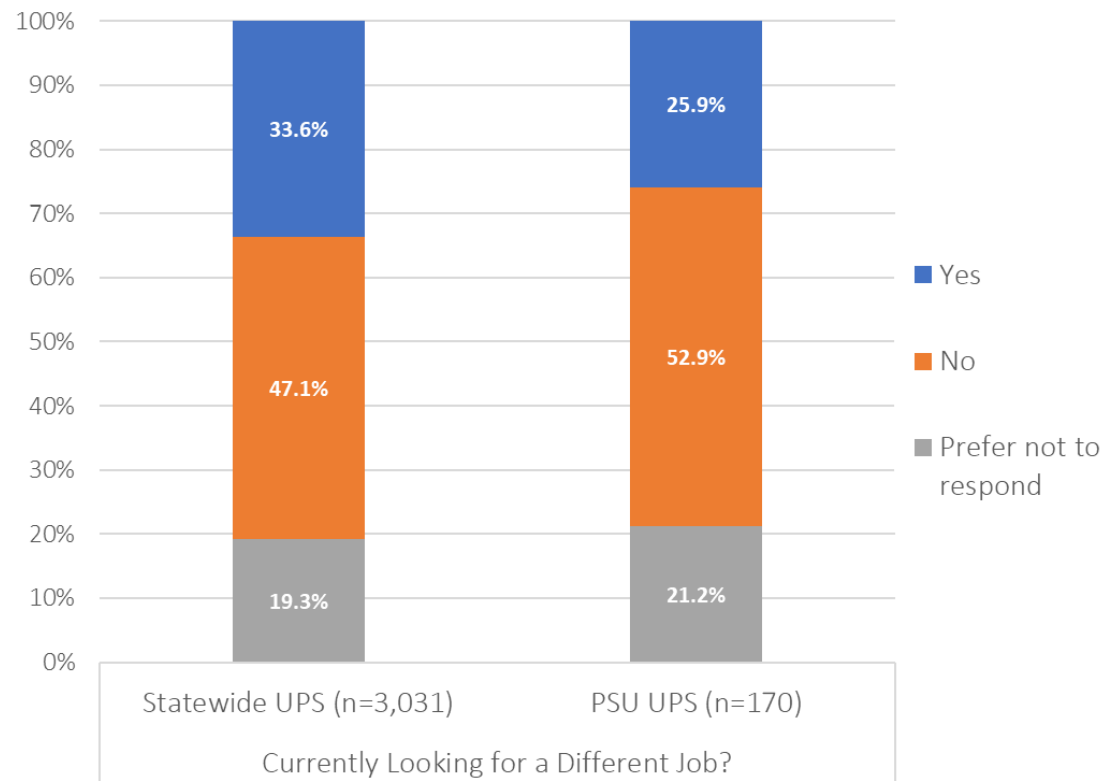


Different Job

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

Figure 15 below shows that a smaller percentage of PSU UPS Employees (25.9%) than Statewide UPS Employees (33.6%) 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.

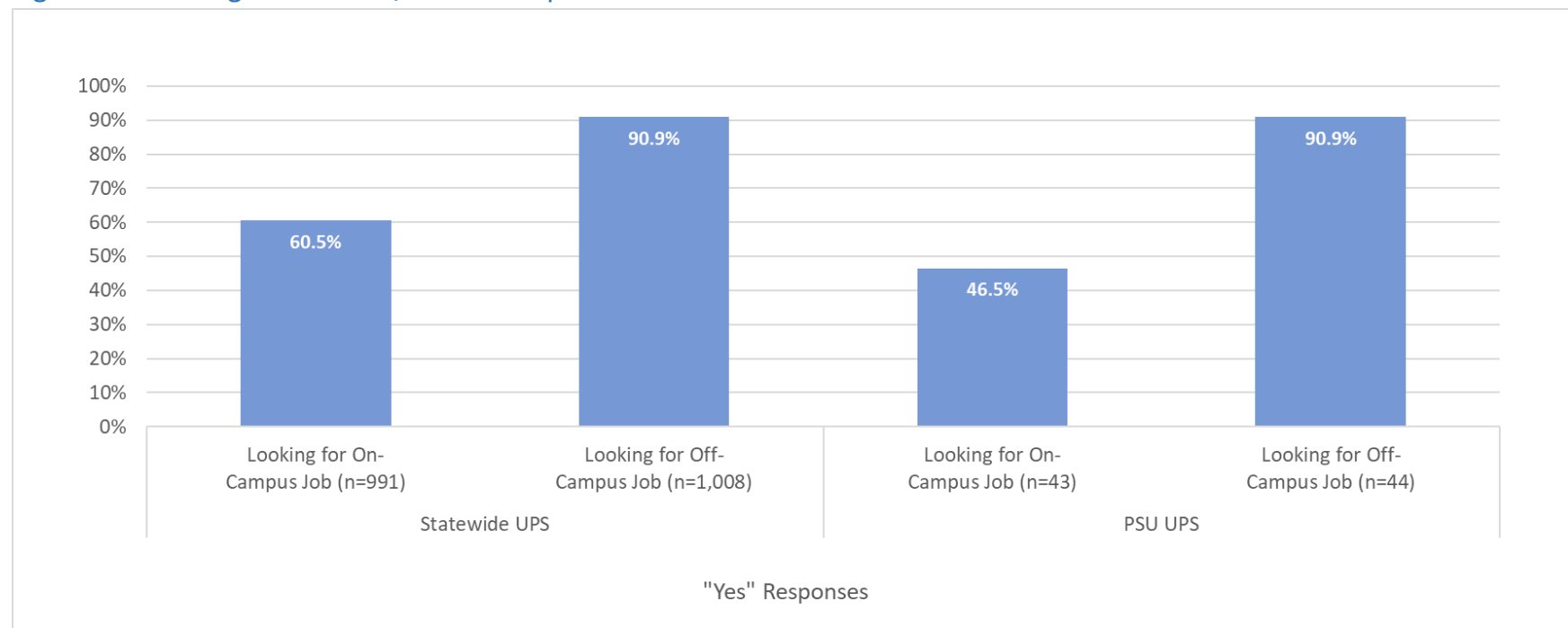
Figure 15: Looking for Different Job



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 currently looking for a different job, 60.5% of Statewide UPS Employees and 46.5% of PSU UPS Employees are interested in other on-campus employment, while in a separate question, 90.9% of both Statewide and PSU Employees are 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 8 shows responses collapsed into categories. (NOTE: Many respondents provided more than one comment. The categories below show the first listed.) Appendix B shows all responses from PSU UPS Employees.

Table 8: Additional Comments

	Statewide Employees			PSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Favorable comments about university employment, supervisor, coworkers	58	13.6		4	20.0
Wage increases, wage equity, cost of living adjustments, merit pay, bonuses	46	10.8			0.0
Positive comments about survey/participation	49	11.5		4	20.0
Understaffed, under-resourced, overworked, and overloaded	32	7.5		3	15.0
Leadership/management unresponsive, unsupportive, untrusted, micromanage	31	7.3		1	5.0
Generalized frustration/low morale expressed	34	8.0		3	15.0
Pessimism expressed regarding the use of survey findings	25	5.9		1	5.0
Tuition assistance, health insurance, childcare, parking	22	5.2		2	10.0
Top heavy administration, wage increases go to top. favoritism regarding departments	23	5.4			0.0
Wages should better match skills, output, and/or loyalty/longevity	17	4.0			0.0
Considering retirement or new job	20	4.7			0.0
Critique of survey, recommendations for survey/analysis	14	3			0.0
More flexibility in work hours and locations (remote/hybrid)	14	3.3			0.0
Opportunities for advancement are lacking	11	2.6			0.0
Kansas Legislature imprudent/unsupportive	1	0.2			0.0
Other comment	30	7.0		2	10.0
Total	427	100		20	100.0

2025 USS-UPS Staff Climate Survey

Start of Block: Default Question Block

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.

- ☐ Yes, I will participate (1)
- ☐ No, I will not participate (2)

Skip To: End of Survey If The Docking Institute of Public Affairs has been asked to conduct a survey of current University... = No, I will not participate

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

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

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

- ☐ 0-2 years (0)
- ☐ 3-4 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)

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 (1)
- _____ Amount of pay or compensation (2)
- _____ Additional incentives or perks (3)
- _____ Professional development opportunities (4)

Q5 Is there another work-related item that you consider to be of high importance? If so, please provide that item in the space below.

Q6 How much do you feel your work is appreciated and recognized 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/ I do not know (4)
Your co-workers (Q6a)	☐	☐	☐	☐
Your immediate supervisor (Q6b)	☐	☐	☐	☐
Your department head (Q6c)	☐	☐	☐	☐
University administration (Q6d)	☐	☐	☐	☐
Campus colleagues (Q6e)	☐	☐	☐	☐
Customers (Q6f)	☐	☐	☐	☐
The general public (Q6g)	☐	☐	☐	☐

Q7 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)

Q8 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 Compared to two years ago, would you say your morale has improved, remained the same, or worsened? = Worsened

Q9 Which of the following **best describes** why your morale has worsened compared to two years ago? (You may select more than one response.)

☐

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)

☐

Staffing changes have created uncertainty about the future of my position (4)

☐

Other (Please specify:) (5) _____

Display this question:

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

Or Compared to two years ago, would you say your morale has improved, remained the same, or worsened? = Remained the Same

Q10 Which of the following **best describes** why your morale has improved or remained the same compared to two years ago? (You may select more than one response.)

☐

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 is certain and stable (4)

☐

Other (Please specify:) (5) _____

Q11 If you have anything to add about morale, please use the text box below.

Q12 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)

Q13 Do you (yourself) have a second job or other means of income?

- ☐ Yes (1)
- ☐ No (2)

Display this question:

If Do you (yourself) have a second job or other means of income? = No

Q14 Are you considering getting a second job (or considering some other option) to increase your income?

☐ Yes (1)

☐ No (2)

Display this question:

If Do you (yourself) have a second job or other means of income? = Yes

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

Q15 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 Do you (yourself) have a second job or other means of income? = Yes

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

Q16 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 (Q16a)	☐	☐
The stability in employment (Q16b)	☐	☐
I need the health insurance (Q16c)	☐	☐
I need access to the education discounts offered (i.e. tuition waivers) for self/dependents (Q16d)	☐	☐
I am close to retirement age (Q16e)	☐	☐
I want to continue working here to receive maximum retirement benefits (Q16f)	☐	☐
I enjoy the work so much that I remain (Q16g)	☐	☐

Q17 For each statement below, please tell us if you "strongly agree," "agree," "neither agree nor disagree," "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 (Q17a)	☐	☐	☐	☐	☐
I have a generally positive work environment (Q17b)	☐	☐	☐	☐	☐
I am sufficiently trained to complete my required job duties (Q17c)	☐	☐	☐	☐	☐
I have sufficient opportunities for professional development (Q17d)	☐	☐	☐	☐	☐
I have a reasonable workload (Q17e)	☐	☐	☐	☐	☐
I have a fair chance of advancement in my job (Q17f)	☐	☐	☐	☐	☐

I have a fair
chance for
future salary or
wage
increases
(Q17g)

☐☐☐☐☐

Q18 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.

Q19 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 provided for already.]

	Extremely Important (1)	Very Important (2)	Moderately Important (3)	Slightly Important (4)	Not at all Important (5)	Does not apply to me (6)
Flex-time or flexible hours (Q19a)	☐	☐	☐	☐	☐	☐
Working remotely some of the time (Q19b)	☐	☐	☐	☐	☐	☐
Working remotely full time (Q19c)	☐	☐	☐	☐	☐	☐
On-the-job training (Q19d)	☐	☐	☐	☐	☐	☐
Professional development opportunities (Q19e)	☐	☐	☐	☐	☐	☐
Childcare assistance (such as financial assistance or care at work) (Q19f)	☐	☐	☐	☐	☐	☐
Improved healthcare benefits (Q19g)	☐	☐	☐	☐	☐	☐

Tuition
assistance
for
dependents
attending
another
university
(Q19h)

☐☐☐☐☐☐

Tuition
assistance
for
dependents
attending a
nearby
community
college or
technical
school
(Q19i)

☐☐☐☐☐☐

Q20 Is another incentive important to you? If so, please provide that incentive in the space below.

Q21 With regard to your health insurance through the State of Kansas, which one of the following statements BEST represents your opinion or 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 and fair cost (4)
- ☐ I'm not receiving fair value and a fair cost (5)
- ☐ I don't use the State of Kansas Health Insurance (6)

Q22 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)
The amount or quantity of my work has increased (Q22a)	☐	☐
I have been tasked with new additional duties (Q22b)	☐	☐
I now complete more advanced level duties/tasks (Q22c)	☐	☐
Our staff has been reduced because of unfilled positions (Q22d)	☐	☐
Our staff has been reduced because we are unable to fill open positions at current salary/wage levels (Q22e)	☐	☐
Resources and supplies have been reduced (Q22f)	☐	☐

Q23 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 prefer not to respond (3)

Display this question:

If Are you currently looking for a different job or have you looked for a new job in the past year o... = Yes

Q24 Please answer the following questions regarding your current (or recent) new job search.

	Yes (1)	No (2)
I am looking or have looked for a different ON-campus job (Q24a)	☐	☐
I am looking or have looked for a different job OFF campus (Q24b)	☐	☐

Display this question:

If Are you currently looking for a different job or have you looked for a new job in the past year o... = No

Q25 How long to do you plan to continue working for your university?

- ☐ 1-2 more years (1)
- ☐ 3-4 more years (2)
- ☐ 5-9 more years (3)
- ☐ 10-14 more years (4)
- ☐ 15-19 more years (5)
- ☐ 20-24 more years (6)
- ☐ 25 more years or more (7)
- ☐ I prefer not to answer (8)

Display this question:

If Are you currently looking for a different job or have you looked for a new job in the past year o... = No

Q26 Do you plan to remain at the university until you retire?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I do not know (3)
- ☐ I prefer not to answer (4)

Q27 We have a few questions to help us with our analysis. As a reminder, analysis will be of grouped data only. To begin, do you consider yourself...

- ☐ Male (1)
- ☐ Female (2)
- ☐ Gender-fluid/transgender (3)
- ☐ I prefer not to answer (4)

Q28 Are you of Hispanic, Latino/a, or Spanish origin?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I prefer not to answer (3)

Q29 Which one or more of the following best represents your racial background?

- ☐ White (1)
- ☐ Black or African American (2)
- ☐ Asian or Pacific Islander (3)
- ☐ American Indian or Alaska Native (4)
- ☐ Other (5)
- ☐ I prefer not to answer (6)

Q30 Which category best represents your age?

- ☐ 18-24 (2)
- ☐ 25-29 (3)
- ☐ 30-39 (4)
- ☐ 40-49 (6)
- ☐ 50-59 (7)
- ☐ 60-69 (8)
- ☐ 70-79 (9)
- ☐ 80-89 (10)
- ☐ 90 or above (11)
- ☐ I prefer not to answer (12)

Q31 We are at the end of this survey. If you have any final comments to add, please use the text box below, then click "Go Forward" to submit your answers. If you want to review your answers before submitting your questionnaire, please click "Go Back."

Appendix B. Responses to Open-ended Questions

Q5: Another Work-related Item of High Importance

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

#1 - Having the appropriate number of staff in each department.

A stable workplace--- not always possible--- is always appreciated when available !!!

Accountability and consistency

Administration should "give a shit" about something other than constructing new buildings and money.

Advancement opportunities

ALL employees being held accountable for the work they're hired to perform. Extra duty contracts that are scaled for fairness and job performance accountability

Being able to work remotely if possible one day or a few days a week.

Being spoken to with respect is incredibly important, and most people on campus do that, but it really ruins your day when someone speaks to you in a condescending or rude manner.

Benefits - specifically PTO available

Curate unique experiences for team bonding

Department leadership and family friendly culture within the department

Effective hands on training. Job aids are a great tool but should not be used as the only tool for training methods.

Equity across campus, Supervisory training

Feeling valued by your team. And that your team is known by upper administration.

Flexibility

Flexibility in working remote.

Flexible work schedule

Good workplace environment

Having the appropriate budget to fulfill my role and expand/improve the work being done each year.

I appreciate the extra holiday time we have received in the past.

I believe we are increasing workloads as people retire or leave and are not always providing support

In this time of financial austerity for Higher Education, more effort should be put on raising the pay for the bottom 75% rather than piling on extras for the president and executive staff.

Increased funding from the states so that our campuses look modern and not rundown Recognition from the State Leg that universities and colleges are 'not enemies of the people' Stopping the state war on knowledge Quit charging employees to park on campus Make universities an appealing place to work

Knowing that the work we do directly impacts improving the university mission and that it is meaningful work (that it is real & measurable).

Longevity at the university

N/A

Organizational clarity and information sharing from the top down.

paid time off

Recognition from direct supervisors through acknowledgement and advocacy.

Respect for my work

Retirement package

Security of positions

The fact there is no incentive for employees to stay employed here as there is no pay plan. The starting pay for employees is quite possibly the same salary they will have in 20 years.

They equity in the positions is disproportionately based upon the funding source; i.e. State funded or privately funded especially those that are grant funded.

This might be part of incentives and perks but specifically tuition assistance for my dependents is important. I consider it part of my compensation.

Time off work

Transparent, fair, merit based raises based on an organization-wide scale. Not based on division, who it is, who you work for, who the VP is. Merit based raises lead to higher levels of engagement and motivation, and improved productivity and efficiency. As an organization, we state that we do not give merit based raises currently, however, there have been "merit" based raises given when it has been stated that ALL employees would receive a set percentage. However, certain employees have been given above that percentage for performance based measures. These performance based increases are not transparent and are selective without a clear process. Opportunities for professional growth and advancement. Succession plans put in place for ALL deserving employees, not just those that are working for the "right" people or that are friends with the "right" people.

Travel funding

Tuition Reimbursement for those that had completed their degree prior to being hired.

Upward Mobility

Work culture/environment. Job duties/responsibilities.

Work Environment

work life balance

Work life balance

Work load

Work-life balance

Work-Life Balance. Hours flexibility.

Working climate and morale in work space environment.

Workspace physical environment - HVAC, fresh air, clean water, sunlight.

Yes

Yes - job satisfaction. In other words, feeling rewarded by my work because it's interesting/challenging/makes a difference; a feeling of enjoyment at being around my colleagues; and working in a comfortable, welcoming, safe, and pleasant environment.

Q9: Other Reason Morale Has Worsened Compared to Two Years Ago

Abrasive immediate supervisor

After 11 years in one position I was moved without any notification or consultation--and basically no reason was given regarding the move other than "reorganization". I felt the decision, done the way it was made it appear to others that I had done something wrong. This does not give me great confidence about longevity in the new position.

Constant new and no time to absorb the changes

Current attack on higher education at federal and state level has intensified

Departmental merge has been challenging

I have been mistreated by other employees and watched them face no repercussions.

Imbalance of accountability for employees in my division

Increased tensions overall

My immediate supervisor has not idea of the importance, context, or long-term ramification of the work that my team and I do.

Political situation brings uncertainty to job security and the acceptance of my peers due to LGBT status

Poor leadership. Poor decision making. Prioritizing the wrong initiatives and people.

President

Resources only go "to the top"/higher administration

Restructuring has created uncertainty about the future of this university and community.

the university is too top heavy

The University seems to be moving away from its mission of education

Tremendous burnout by most employees

Under staffed and not allowed to hire

Upper Administration Leadership has ruined the moral on this campus.

Docking Institute of Public Affairs: Pittsburg State University UPS Employees

Watching the university president and some of his close employees use donor funds for purposes that are questionable.

Workplace culture is disheartening

Q10: Other Reason Morale Same or Improved Compared to Two Years Ago

A job is a job

Campus has started to specifically focus on morale and listening to feedback from employees.

change in leadership

Future of my position is uncertain.

Have not been here long enough to answer this.

I changed departments to better fit my skill set and earn a higher wage

I feel in control of my role and feel as if I contribute to the future of PSU and our students

I have a full staff at this time, but I didn't two years ago.

I HAVE EXCELLENT COWORKERS AND SUPERVISOR

I have more knowledge and training under my belt

I have moved to another department

I received a raise for my position

I'm also within my first two years, so my morale has improved with starting here, and I also feel the morale with those around me is also good.

I've become more competent in myself regarding my role and I have had a very supportive supervisor.

I've worked at the university for less than a year, but morale has much improved from my previous job

Leadership of my department has improved

Morale has remained the same because salaries and additional work load has stayed about the same. I would not say it's improved.

More joy and passion for the work that I am doing now

Moved into new [redacted], which provides central location for team to collaborate and serve students

No change overall in all areas above

Our university has implemented employee recognition activities and our president is more relaxed and less formal than our old one. We also have a lot to be proud of now at our university.

Promoted to a more advanced position.

Promotion

Special programs on campus

Staffing Changes have been positive

Supervisor and Department Head have changed

Supervisor has changed.

switched jobs to work here so morale improved

Work culture has improved

Q11: More to Add Regarding Morale

If you have anything to add about morale, please use the text box below.

A lot of my personal morale issues have to do with the current state of our government and the uncertainty that stems from that.

As UPS, or staff in general, we can only go to our immediate supervisors. At the University level, there is no one to go to "higher up" that we can voice concerns to - in the same way that Faculty can go to the Provost. It is disheartening when your direct supervisor is doing all he/she can to support you, but when they take it higher up, there is no support. Staff need a provost-equivalent who can support and mandate changes be made.

Communication is lacking in our division as well as the university, which has a direct impact on how we understand and view initiatives as well as the outcomes. I just love to learn that there are changes in our department and our division from people outside of my department. (Sarcasm). Our leaders are new and do not feel like they need to discuss things that directly impact us daily before deciding.

degrading and micromanaging

Employees do have to fight hard not to get down in the dumps at the fact that we have taken on extra responsibilities and are doing more than ever before, but don't get more than a slight cost of living increase. In other words, we're never rewarded for increased performance, so we often wonder why do we do it? There is also great disparity across campus between the salaries of faculty and staff who do similar jobs. That is frustrating and creates jealousy.

Food trucks do not fix morale.

Good or bad...it's contagious. Those making the most noise have a huge effect on others. If you hear positive items, it boosts; if you hear negative items, it deflates.

I am concerned about some of the restructuring of the university, the refusal to follow policy and procedures by certain administration and leadership, the disregard for the wellbeing and future of the university and students, the eroding connection, support, and trust that we once had with the Pittsburg community, and the shifted focus on commercialization instead of being student centered. There is one area connected to campus that is well taken care of and is not necessarily delivering on promises made to constituents. This is causing a strain for the entire campus community. It is difficult to keep up morale when faced with so many negative setbacks, especially when so many people have devoted their careers to Pitt State.

I am uncertain how/when salary increases or reviews are done.

I appreciate the efforts being made to provide more opportunities for training and gatherings across campus.

I moved into another position on campus from an administrative associate position. No one was hired to fill my previous role--others have taken on more responsibilities without more compensation. I have guilt that my position was eliminated because I found another opportunity, and that others had to do more work because of my success.

I think as a whole a lot of people here feel they are undervalued and overworked. While things have improved in my specific area, I can still see it across the board and I know we are still overworked, but we just deal with it because we have to if we want the students to have a good experience.

I think the opaqueness of the current president has been detrimental - as has his seeming clique of buddies. It also seems as if he is grooming one of his VPs to be the next president. That rumor has people scared.

I think there is a "disconnect" from higher admin with those "on the ground" working with the students/customer

I've only been here two years, but morale has remained high. Reasonable workload, good benefits and incentives. Great schedule and work life balance. Pay and raises are low though. Not competitive in pay. We have recently attempted to fill a position in our office and two attempts have failed, because offer is declined due to pay being too low.

Individuals are doing the jobs that used to be held by 3 people. Continuing to ask people to take on more jobs has got to stop or burnout and low morale will continue to increase which will lead to even less enrollment.

Many crucial departments on campus are severely understaffed and therefore the overall "look" of campus has deteriorated. Faculty and Staff are being required to pick up those duties when we can't make things look as they should for students. This wears on the Faculty and Staff as we are not being compensated to take on these additional duties. This has worsened moral, and makes it difficult to stay positive when there is not a correction in sight for these issues.

Morale has never been good here. It starts at the top and during [redacted] time at PSU he has been very selective with his time and what he cares about.

Morale has remained the same because salaries and additional work load has stayed about the same. I would not say that morale has improved.

My current morale has less to do with the actual institution and more with the current federal government attempting to wipe out as many federal workers as possible. As a state worker, I have some security, but it's dependent on the university to keep pace.

My experience is morale is suffering in individuals' buildings and as a whole among campus based on the following items listed in the question before this one.

My job is pretty stressful. It is hard to manage the high level of stress and keep your own morale high. Some policies exist on our campus that make things more stressful than they need to be.

Nothing hurts morale more than forcing employees to work with other people who do not reciprocate respect and who are never disciplined for their behavior.

One of the challenges with morale is that it improves in collective settings. Over the past 7 or so years (even before COVID), we started to get away from campus wide events, celebrations, conversations, etc. One possible reason was budget constraints meant it was hard to provide

refreshments/incentives for these collision spaces, but a more important reason is that as people left the university and those positions were not re-filled, those remaining had to absorb job duties and had less time for collegiality, events, committee work, etc.

Other employees with the same title do less or seem to skirt around duties and responsibilities that are then assigned to other employees in the department. There is also lots of name calling and negativity by some and while I do not engage in it it hurts the department and university no matter how small.

Pay still continues to be an issue. Since the last time I took this survey, inflation has taken a toll on living standards. An annual 2% salary increase doesn't keep pace with inflation. We've effectively had a 25% increase in costs since 2021. Inflation outstrips wages by 15%, which is effectively a net loss in income for me and many others over the last 5 years. We are already below market wages in my particular technical area, so continued inattention to market wage gaps or inflation impacts is discouraging.

Several co-workers have expressed concern with pay. Raises are pretty much nonexistent, and the starting wage is well below average making it hard to recruit experienced people.

So many of my coworkers are burnt out. Doing so many tasks. Working extra hours, weekends, evenings.

Some things are positive, boosting morale-- new projects, new coworkers, etc. But the uncertainty of programs/initiatives staying (new leadership may have different priorities), high turnover rate in my department, and what have you, creates a general sense of uneasiness that makes staying excited difficult

Specific, assured salary increases (even if simply cost-of-living adjustments) would greatly improve the matter.

Sudden changes in employee hierarchy has left colleagues confused and uncertain.

The current outgoing president has made morale very bad. He had pet projects and ignored others without concern to costs.

The President has been disengaged and aloof. He has not in anyway taken responsibility for the crap that has gone on, nor has he taken any steps to explain why things have been done. Further, the President assuming the role of "Acting Dean" for the [redacted] was very detrimental to the College. With an Acting Dean and two Acting Associate Deans it was a cluster. Decisions were bounced in a circle with no one taking the reins nor the responsibility. All it did was dilute the academic processes and cost the College money. The President announced he is leaving, skipping to a bigger pond for 1.5 million/year. Nobody is disappointed about this. Maybe next year we can bounce back.

The same people always get recognized for what they do, more than just VP's should be recognized.

The uncertainty of changes at the federal level has made things tense over the past couple of months. The unit itself is strong with good collaboration. Campus-wide, there is a lack of transparency in decision-making.

There are so many different changes happening on campus I feel like it is making a lot of people feel uneasy and unsure of what the future will hold.

There has been 3 changes for one position in 5 years. Office is dysfunctional.

Those around me do not have high morale, which makes it hard to have a positive morale

Those of us that have been here, have now formed a core group of individuals that are weathering the challenges we face together. I know that I can count on them for support. This makes all of the tasks easier to complete. When people are focused on goals and see results, morale goes up. When leadership keeps changing the goals without any results or completion of projects, morale goes down. I understand that things change, but sometimes it feels like whiplash when adjusting to top down changes.

Turnover is high and our area is generally unappreciated. We see other areas on campus get pay increases and title changes while we remain stagnant.

We have an exceptional leader in our department who is highly student-centered and quite ambitious while balancing family and work needs for all

When administrators merge departments, it would be nice to have some follow-up to see how things are going. They make big changes, and then move on without ever coming back to see if additional changes need to be made.

When people are working more than one job to pay bills, they are exhausted. Then, when asked to take on more duties at this job for no pay increase, morale will go down.

When Pittsburg State University hired a new president 3 years ago, I thought morale would increase exponentially. I did not think it would make morale worse. I was wrong. Morale has steadily decreased.

Q18: Another Item or Issue Feel Strongly About

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.

Administrative Specialist/Associates/Assistant salaries need to be commiserate with education, overall experience, and market rates for both private and public organizations.

At this point, most people have just accepted that there won't be salary increases .

Employees are not being held accountable when they are not doing their job which then impacts others positions.

I am currently seeking other employment.

I am the lowest paid full-time employee in my building. The university janitorial staff makes minimum \$15 per hour. I am a college graduate and I make \$15.30 per hour after almost 2 years here. I feel like my base pay was not adequate for the roll I am in and experience/education I have.

I do not feel we get the support from HR when we need to hire people. So much of it is put on the departments and they are already overworked and understaffed and then you need us to do a ridiculous amount of things. Then we have to help facilitate their tech issues and other employment steps that we have to call HR to tell us what to do.

I enjoy many other individuals in my building.

I feel my pay is reasonable and fair but I don't feel that pay across campus is adequate to attract employees especially for employees that have a specialized skill set that may be harder to find.

I feel welcomed by my team, supervisor, and department leader. It feels nice to be in a place where I feel like I matter and belong.

I have gotten excellent annual reviews but as a state employee I am limited on any pay raises. I am also not allowed to travel or do any professional development outside of what might be offered locally. Also I have been told there is no way to move up from where I am now and there never will be.

I was not trained at all for my position. I joke that its 'on the job training' because they threw me in the deep end with sand filled shoes and expected me to float.

It bothers me that I have been told by my supervisor that if I want to leave work for a recurring mental health visit or physical health appointment (like a chiropractor/physical therapy), that I first have to go through the Title IX office and apply for a "disability" referral. Two things about this 1) later will this be a rationale for letting me go because I am "disabled" and can't do my job? And 2) why is it that my co-workers do not have the same constraints even though we have a similar length of service. I feel that if I question this issue with HRS or Title IX, I will be labeled as a trouble maker.

Ok

Our department could use additional staff, but we've basically been told it's not going to happen. At the same time, we see others in our area adding staff, which is frustrating.

Our department is short 2 full-time employees and an administrative assistant, which leaves myself, and my direct supervisor. My direct supervisor often works from home, sick, or takes vacation. There have been partial weeks and full weeks this academic year that I've been the "only" staff member available to student employees (50+) and the department.

Salary increases have been minimal compared to the cost of living increase and inflation we are experiencing. There are times when new hires are hired on making more than the person in the position before them who had been here for years- that does not help morale.

The person who was in my position before earned \$20,000 more a year than me and did a fraction of what I do. That's maddening.

Very small work space

We will have constant turnover in this job based on the pay. I am only able to do this job because I am not the main provider of our household. I have no idea how a recent grad would be able to do this job at this amount of money and provide for themselves, let alone a family.

While it does not impact me, I'm troubled that pay is so low at our institution that employees must take a second job or that prospective new employees turn us down because of low compensation ranges.

Q20: Another Important Incentive

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

Ability to take vacation time

All departments on campus operate so differently, and I think, for the most part, that is fine. I do not agree that an entire university should have the same in-office vs remote status. Our department is not forward facing, we do not have students on campus, they are all online and all over the US. There is no reason why we should be required to keep office hours M-F each week.

An option to assist with Graduate Tuition for dependents.

Being able to hire competent co-workers, many times have I heard - we cannot get so and so, or they decided they will not take "x" job because of the salary that was offered. When I inquire why we cannot offer higher wages, I am told that HR is to blame and they will not/cannot justify paying comparable private sector wages for educational positions. This stifles innovation and the ability to bring in individuals that can achieve the goals the educational institution set. We are then left with the individuals that will work for educational pay rates and based on my personal experience, less than half of the hired individuals live up to their potential. I have a feeling that increasing overall wages or being able to hire individuals at comparable private sector wages will increase the chances of hiring quality individuals to reach institutional goals. It feels like a ridiculous amount of power rests with HR when making these decisions. Also, the hiring process takes forever - many times have I heard we missed out on getting "x" because HR took a month to post the job description and then another two months before an offer was extended. Time frames like this really put educational institutions at a disadvantage for hiring talented individuals.

Better pay.

Bridge some kind of retirement gap for people between the ages of 62 to 65 so they can retire early and have their health insurance covered in full or at half the rate.

comp time for additional hours worked (even if only at 1/2 time) for salaried employees

I already work full time at 30 hours a week, which is an incentive that I greatly enjoy.

I have a masters from this University and do not get compensated in a related field that I work in.

I wish that our children did not "age out" of receiving tuition benefits — this penalizes them if they happen to take a semester or two longer than is "usual" for a college education.

Leave time to take care of aging relatives.

Ok

Opportunities to attend athletic and arts events for free, access to the campus rec center for free, health, vision, dental, and retirement benefits are appealing

Options that would allow for FT salary employees to be able to receive additional vacation hours.

Our children have decided to attend KU which I can understand since they they don't want to attend a school in their backyard. However, I've worked at Pitt for 11 years. It seems to me that allowing our dependents to attend any Regent School would encourage retention in employees at all the Regents institutions. I believe this would be a win for all institutions and potentially increase the caliber of faculty and staff at all schools. I've contemplated leaving Pitt and getting a remote job at KU so I could benefit from their tuition benefit. I'm sure others have as well.

Professional Development opportunities or funds. Why does staff not receive these when they do the exact same thing as faculty.

Proper pay as a full time staff handling a single position that is meant for 3 people, that isnt the same amount as a Grad Assistant is paid

Required time off. Campus closed. More days off.

Specifically for on-the-job training, one thing I hear often is that people in management positions don't get training in things like budget, employee evaluation (for their staff), how to manage other people, etc. So we get professional developments specifically related to the area of the university we work in, but not general training for "how to be the boss" or manage a department.

The opportunity to have more time off (like faculty do) without needing to use personal time. Christmas break, Fall Break, Spring Break.

Tuition assistance was not granted to my incoming Freshman daughter due to my divorce. As a 17 yr. employee, this is very disappointing. I feel that it is unfair that someone could remarry and put someone else's children who are not biologically theirs through school before I could put my only child through school after 17 years working here.

Tuition Reimbursement for those of us that have already earned a degree.

Well funded retirement plan.

While I identified the opportunities or incentives don't apply to me, I know that they are extremely/very important to many of the employees that I work with.

Q31: Final Comments

We are at the end of the survey. If you have any final comments to add, please use the text box below.

Thank you for this opportunity !!!

Being able to use tuition benefits at other regent institutions would be very appealing to pursue a doctoral degree at KU, K-State, or Wichita State

Good luck.

Half of my job is based on a Grant for Education and not knowing if it will be renewed in the next few months adds more stress and instability in my job here at PSU.

I really enjoy working at this institution. It is very difficult that wages haven't kept up with costs, and childcare has been a barrier for my spouse being able to secure full-time employment.

I'm not sure what difference my opinion makes. I have filled out this survey for years and it seems there is no affect. But I will say it is a good release to shout into the void.

It would nice to be able to get your degree quicker than one class a year. For us to grow with our universities, we sometimes needs those credentials faster. I would be willing to commit to so many year working for the university to fast track my masters. I want to work at the University, but I also want to grow in my career. I leave and make a little more money with my private industry experience. But, within the University you have to have a Masters to grow. We give Master's here, help me get it and grow with you! It's an investment!

My concerns since the last time I took this survey are still the same. The issues are still the same. Wages and budget are still major issues. Budget cuts or a stagnating budget constrains my particular area. We tend to operate in barebone style anyway and have been in this mode of operation since 2008/2009, but inflation and general budget stability are always stressors on what we can do from year to year. Wages are still under-market value and it is and will be difficult to fill jobs that require a high level of skill and expertise. Unfortunately, the lower the wages, the lower the quality of applicants. We will have multiple high skill, experienced people retiring from positions here over the next 10-15 years, and I am concerned for the State's ability to attract/retain quality employees to fill these roles. The demographic reality of the university environment is also going to put pressure on the system through declining or stagnant enrollment. The State may need to consider closing one of the regionals just to strengthen the ones that remain.

Pay needs to be far better. Claiming that budget is not allowing an hourly employee required to work overtime can't get paid for it because there is not enough money in the budget is disgusting. The refusal to provide actual compensation hours in turn is an insult and complete joke

PSU is the best place I've ever worked for.

PSU needs to invest more time and effort and money into their staff instead of their building projects.

Thank you for taking the time to do this.

Thank you for this work. Pitt State is a great place to work, but no place is perfect. I welcome opportunities to get to know and spend time with colleagues across campus to help create and reinforce a university-wide culture that we all share. I think this could immensely help to overcome some other challenges with regards to budget/staffing.

The complexities of the positions has changed. Administration has not provided the funding for systems and their implementation. Administration is trying to have employees be experts in too many areas in each position which is risky and not realistic. There is no oversight by KBOR in looking at the details of finances or of checking facts that are being reported. Employees are being appointed in positions that they truly don't meet the qualifications for.

There is disconnect between the administration and the average worker based on financial security. I would be very interested in comparing the pay ratios of the highest admin to the lowest salaried position, I doubt they would fall close to the classical 5-to-1 ratio. I am very tired of the idea that sacrifice should be expected because "you work in education" I feel like the sacrifice I'm called to make is not the same level of sacrifice my administrators are being asked to make, which is very frustrating. I do not need or want cheap plastic "gifts", I want meaningful discussions and action towards goals that will improve the well being for all my fellow employees, not just those at the top.

This is the worst/lowest I have ever seen Pittsburg State as a whole in regards to moral. One of the issues is leaving for a new position. Unfortunately I think the damage done will be long lasting.

Universities are by and large a great place to work. It feels like we're making a difference in the world and it's inspiring to be around young people, and around co-workers who care about young people. But in the current political climate, it feels like we're under attack for "having an agenda." Our agenda is making sure students get across the finish line so they can fulfill important workplace needs.

Universities were wonderful places to work and thrive as a student until too much government got involved.

We have created a climate that is very volatile and political. We need to create a merit-based system and not one that appoints people based on office politics. People are doing advanced work without advanced degrees or even specific degrees (i.e., general studies and performing accounting work). Work differs across campus and between departments. We have someone leaving our department now without having secured a new job. The morale is in the tank, and the lack of transparency is awful. We need new leadership with empathy and understanding but that can also do some proper planning and then communicate that to all employees. Regular town halls and other type of communication venues would help clear up a lot of this.

With regards to the previous questions about workload due to budget constraints, I am currently doing the job of 2.5 people and received only the tiniest pay increase, and that was only because my supervisor went to bat for me with HRS and after months of negotiations. My job generates hundreds of thousands of federal and state tuition dollars for the university, and I have responsibilities far above my station, yet I am paid only slightly above the lowest custodial position on the pay scale. If I weren't, by nature, a glass-half-full person, it would be very easy to become discouraged with my current situation.