

2025 Regent Universities USS-UPS Survey

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



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*The staff of the Docking Institute of Public Affairs and its University Center for Survey Research
are dedicated to serving the people of Kansas and surrounding states.*

Mission:

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



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Statewide USS 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 USS survey respondents (PSU USS Employees) and all the USS respondents (Statewide USS 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) USS Employees and PSU USS Employees. Responses are shown in tables and figures.

The Docking Institute's independent analysis shows the following:

- A Larger percentage of PSU USS Employees than Statewide USS Employees has worked at their university for 10 years or more.
- When asked to rank (from first to fourth) the importance of various items, "amount of pay or compensation" was ranked first by 87.1% of both Statewide USS Employees and PSU USS Employees. Similar percentages of PSU USS Employees (41.9%) and Statewide USS Employees (40.5%) ranked "recognition for work performed" second. A slightly larger percentage of PSU USS Employees (40.3%) than Statewide USS Employees (37.2%) ranked "additional incentives or perks" second.
- Over 60% of both PSU USS Employees and Statewide USS Employees report that their "work is greatly appreciated" by their immediate supervisors, and over 50% indicate their "work is greatly appreciated" by their co-workers. A larger percentage of PSU USS Employees (50.7%) than Statewide USS Employees (41.2%) report that their "work is greatly appreciated" by department heads.
- Very similar percentages of PSU USS Employees (15.7%) and Statewide USS Employees (15.5%) rate their morale as "extremely positive," and the single largest percentage of both groups rate their morale as "somewhat positive."
- A lower percentage of PSU USS Employees (37.1%) than Statewide USS Employees (42.8%) report that their morale has worsened "compared to two years ago."
- Of those indicating that their morale has worsened compared to two years ago, 76.9% of PSU USS Employees and 72.9% of Statewide USS Employees report that they "salary increases haven't kept up with costs," while 53.8% say the "morale of those around me have worsened" at PSU and about 50.2% say so Statewide.
- Of those reporting that their morale has improved or stayed the same compared to two years ago, 34.1% of PSU USS Employees but only 25.3% of Statewide USS Employees report that "the morale of those around me has improved."
- A smaller percentage of Statewide USS Employees (39.2%) than PSU USS Employees (47.2%) report that their wages are at least "somewhat reasonable."
- A smaller percentage of PSU USS Employees (38.6%) than Statewide USS Employees (43.7%) report having a second job. Of those without second jobs, 23.3% of PSU USS Employees and 37.1% of Statewide USS Employees report "considering taking a second job."

- Of those with second jobs or considering taking second jobs, 51.4% and 47.4% (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, 75% or more of both PSU USS Employees and Statewide USS Employees report as reasons for remaining employed with the university: health insurance benefits, stable work, and maximizing retirement benefits. About two-thirds of PSU Employees indicate being close to retirement as a reason, while only about half of Statewide Employees report it as a reason.
- Over 85% of PSU USS Employees “agree” or “strongly agree” that they “enjoy the things they do at work,” while just under 80% of Statewide USS Employees indicate such. Around 80% of PSU USS Employees and Statewide USS Employees “agree” or “strongly agree” that they are “sufficiently trained to complete their duties.” Over two-thirds of both groups experience a “generally positive work environment.”
- Regarding incentives or opportunities, about 70% of both PSU USS and Statewide USS Employees consider “improved healthcare benefits” as “very important” or “extremely important.” Over 50% of PSU Employees consider “flextime or flexible hours,” “tuition assistance at another university” and “tuition assistance for community or technical college” to be “very important” or “extremely important.”
- The single largest percentage of PSU USS Employees (52.2%) and Statewide USS Employees (46.3%) rate their health insurance through the State of Kansas as “fair value and fair cost.” The second largest single percentage of both groups (27.5% at PSU and 29.3% Statewide) rate it as “fair value at high cost.”
- Close to or more than 60% of both PSU USS Employees than Statewide USS Employees report that budget limitations have led to “increased duties,” “increased quantity of work,” and that they are having to “complete more advanced duties or tasks.”
- A larger percentage of Statewide USS Employees (27.6%) than PSU USS Employees (17.1%) report looking for a different job within the past year or so.
- Of those looking for a different job, 56.9% of Statewide USS Employees and 66.7% of PSU USS Employees report that they are interested in other on-campus employment, and in response to a separate question, 90.1% and 83.3% (Statewide and PSU, respectively) report being interested in off-campus employment.

Findings

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

Table 1 shows that a larger percentage of PSU USS Employees than Statewide USS Employees has worked at their university for 10 years or more.

Table 1: Years of Employment

	Statewide USS		PSU USS	
	Frequency	Percent	Frequency	Percent
0-2 years	62	12.8	6	9
3-4 years	42	8.7	6	8.6
5-9 years	77	15.9	9	12.9
10-14 years	77	15.9	13	18.6
15-19 years	51	10.5	8	11.4
20 years or more	176	36.3	28	40.0
Total	485	100	70	100

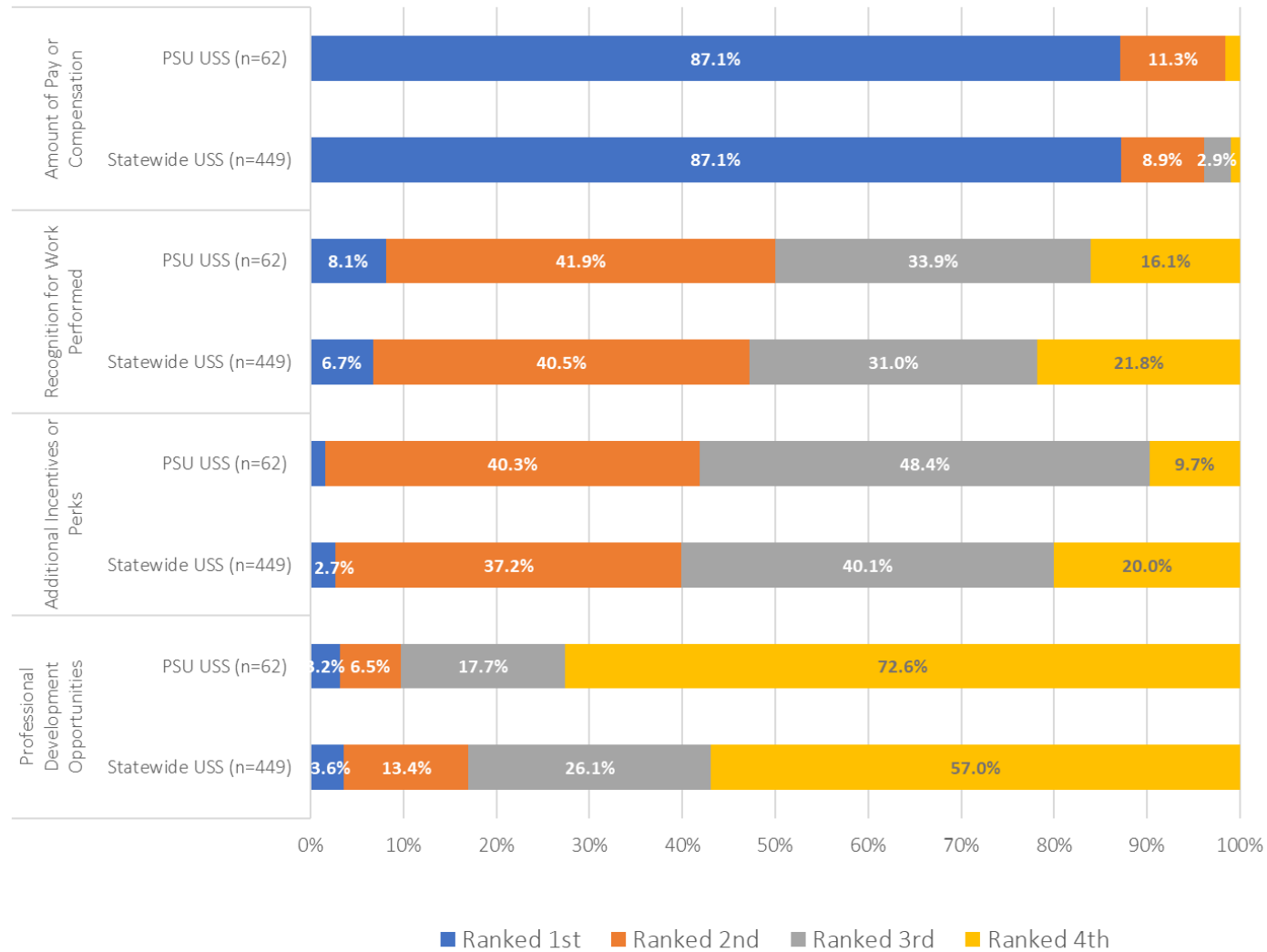
Item Importance and Appreciation of Work Performance

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 by 87.1% of both Statewide USS Employees and PSU USS Employees. Similar percentages of PSU USS Employees (41.9%) and Statewide USS Employees (40.5%) ranked “recognition for work performed” second. A slightly larger percentage of PSU USS Employees (40.3%) than Statewide USS Employees (37.2%) 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. 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. The categories below show the first item listed.) Appendix B shows all responses from PSU USS Employees.

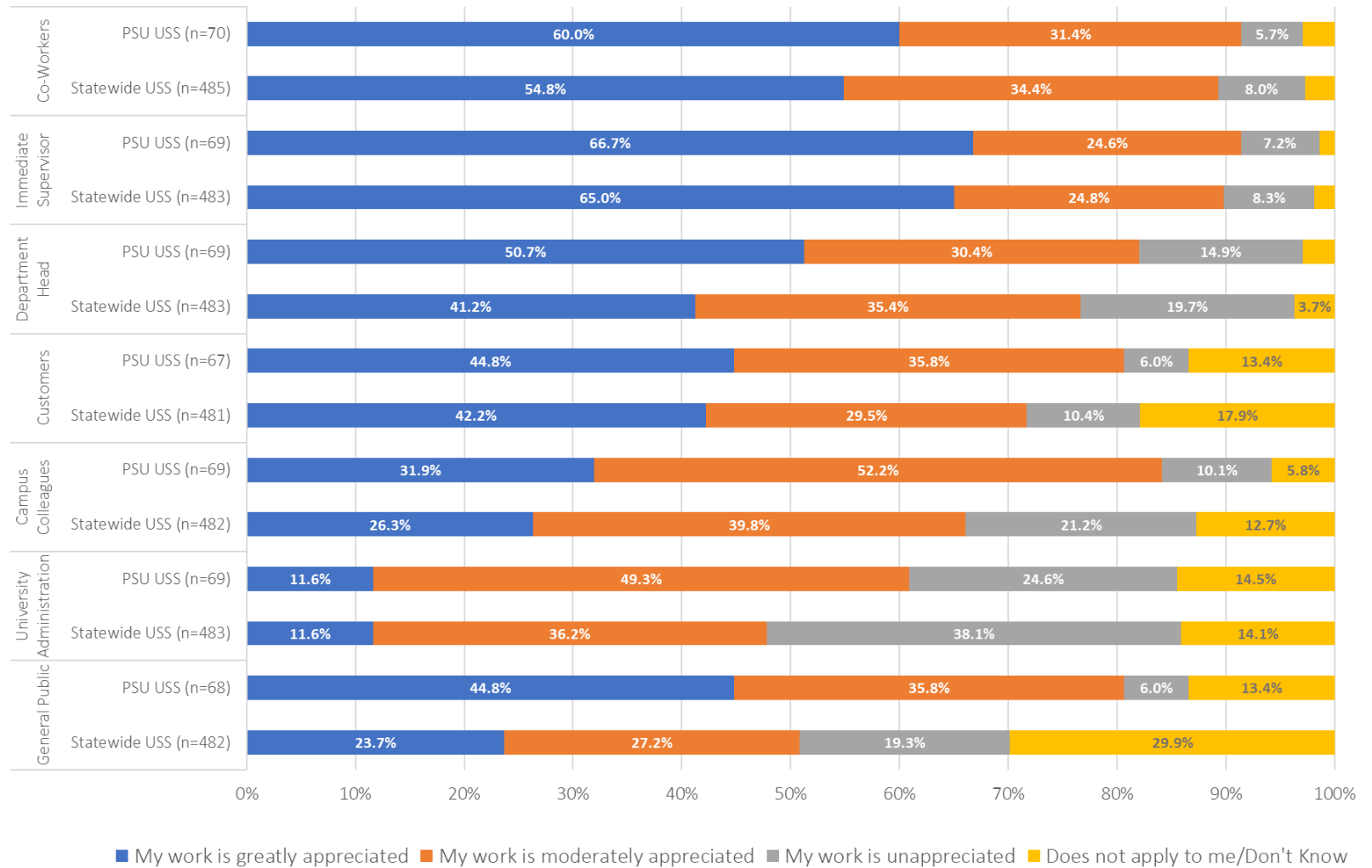
Table 2: Additional High Importance Items (Categories)

	Statewide Employees			PSU USS Employees	
	Freq.	Percent		Freq.	Percent
Healthy workplace culture, inclusion, sense of belonging	11	9.2		2	25.0
Respect, to be included in decision-making, have autonomy	14	11.8		1	12.5
For pay/title/duties to correlate, valued/compensated for experience, cost of living pay increases	24	20.2		1	12.5
Opportunities for advancement, continuous learning, stability in employment	10	8.4		1	12.5
Better/more extensive benefits package, tuition assistance, paid time-off, parking	13	10.9			0.0
Flexible work hours & shifts, four-day work week	6	5.0			0.0
Adequate staffing/funding/resources	11	9.2		1	12.5
Doing meaningful work, mentoring opportunities, collaboration	4	3.4			0.0
More knowledgeable management, transparency, communication	13	10.9		1	12.5
Opportunities for remote work, hybrid work	4	3.4			0.0
More equity & fairness, better workplace safety	6	5.0		1	12.5
Better work-life balance, adequate time-off, appropriate workload	1	0.8			0.0
Other comment	2	1.7			0.0
	119	100		8	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 over 60% of respondents report that their “work is greatly appreciated” by their immediate supervisors, and over 50% indicate their “work is greatly appreciated” by their co-workers. A larger percentage of PSU USS Employees (50.7%) than Statewide USS Employees (41.2%) 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 very similar percentages of PSU USS Employees (15.7%) and Statewide USS Employees (15.5%) rate their morale as “extremely positive,” and the single largest percentage of both groups rate their morale as “somewhat positive.”

Figure 3: Morale at Work

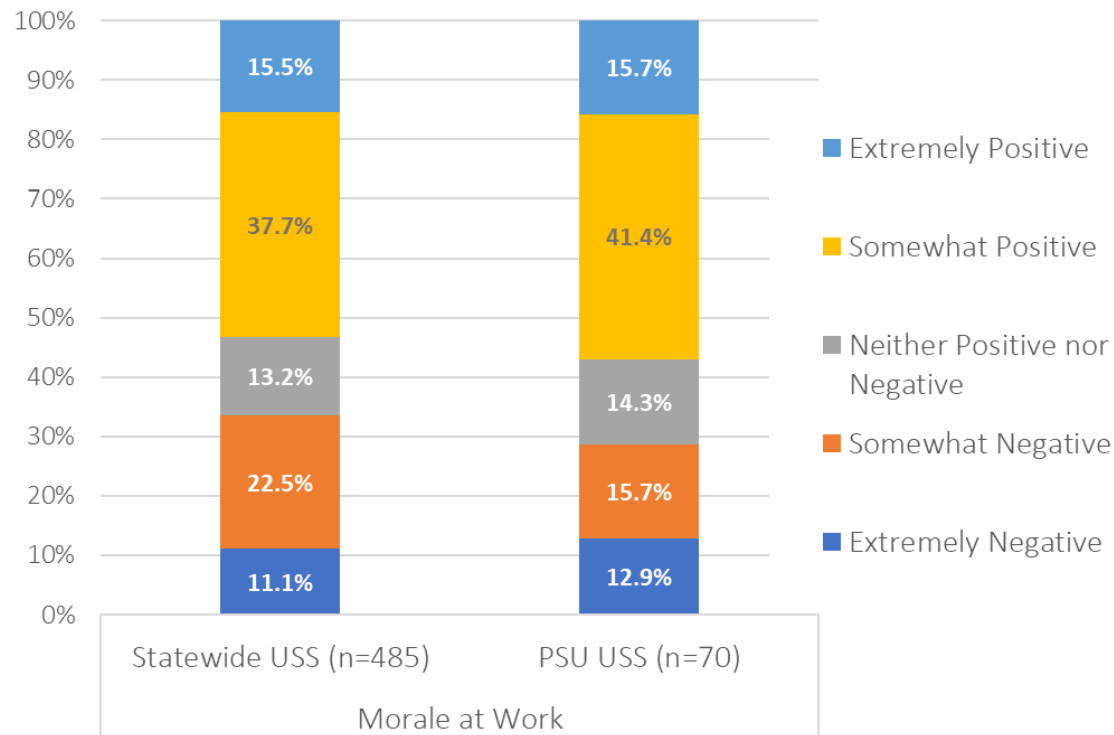
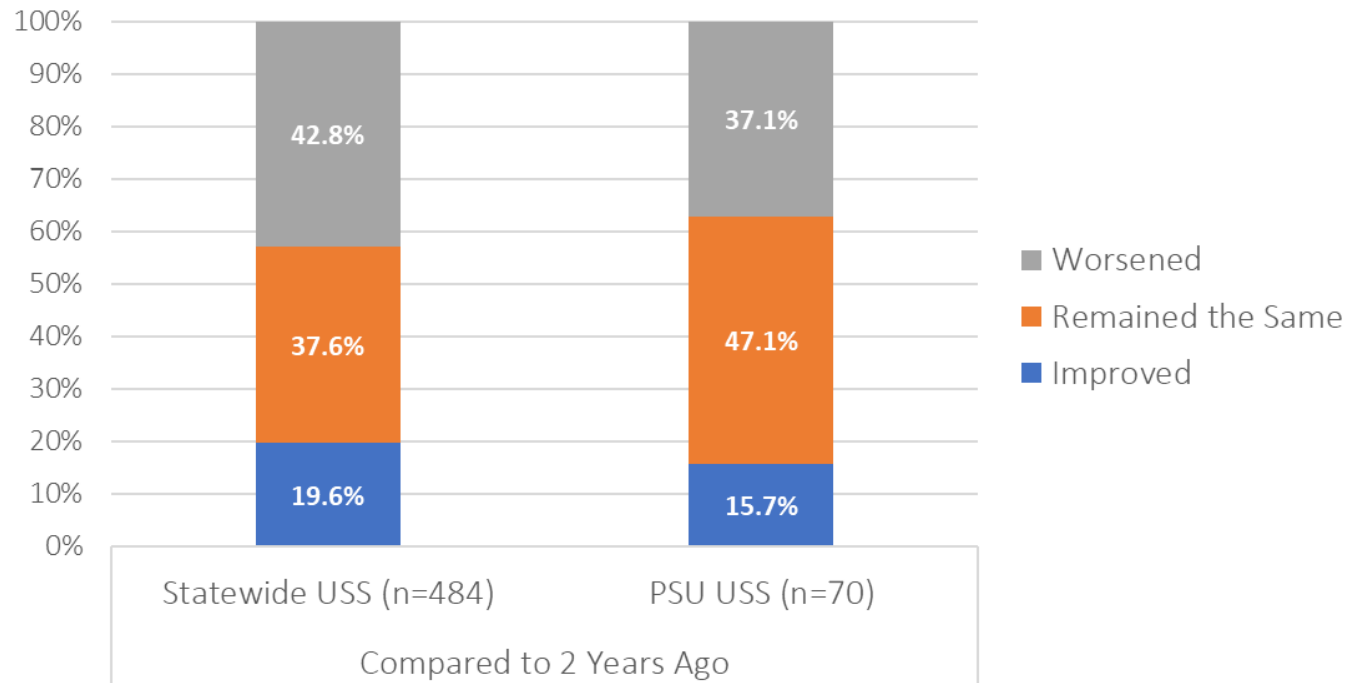


Figure 4 shows that a lower percentage of PSU USS Employees (37.1%) than Statewide USS Employees (42.8%) report that their morale has worsened “compared to two years ago.”

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 76.9% of PSU USS Employees and 72.9% of Statewide USS Employees report that they “salary increases haven’t kept up with costs,” while 53.8% say the “morale of those around me have worsened” at PSU and about 50.2% say so Statewide.

Figure 5: Why Morale Has Worsened

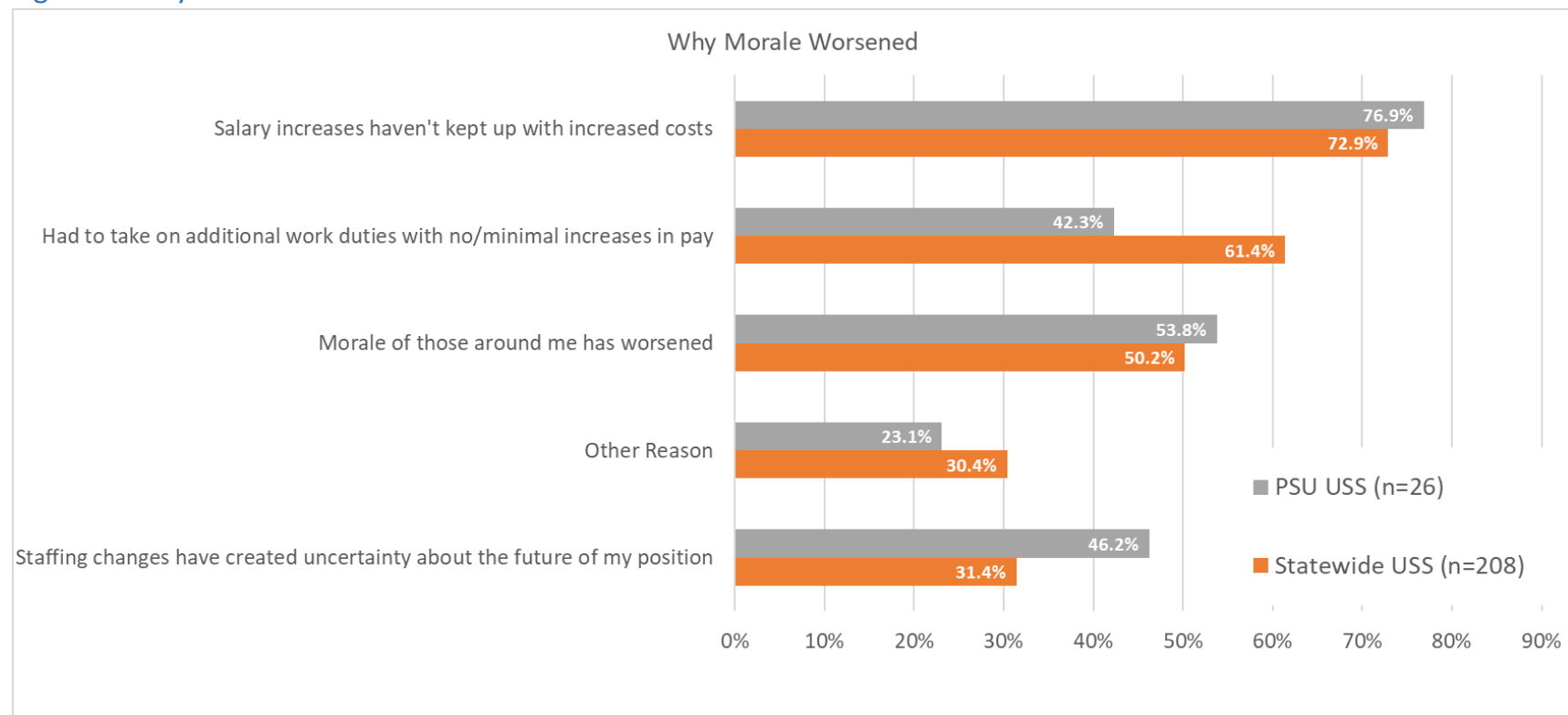


Table 3 shows the coded responses to a follow-up question when someone answered “other reason.” The number of university-specific employees answering this question is so low as to be only suggestive. (NOTE: Some respondents provided more than one item or issue. The coded categories below show the first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

Table 3: Other Reasons Morale Has Worsened

	Statewide Employees			PSU USS Employees	
	Freq.	Percent		Freq.	Percent
Political environment and external pressures (Federal/State hostility to higher ed., cultural devaluation of ed.)	5	8.8			0.0
Leadership and administration (toxic supervision, disconnected, administrative bloat)	16	28.1		3	50.0
Morale, culture and climate (lack of trust, burnout, hopelessness, change fatigue)	3	5.3			0.0
Workload and staffing (overworked, understaffed, unfair work distribution, high turnover)	11	19.3			0.0
Compensation and pay equity (stagnant wages, salary compression, lack of recognition)	10	17.5			0.0
Misalignment with university values (shift toward profit, erosion of mission, moral concerns)	2	3.5			0.0
Communication and transparency (poor internal communication, top-down decisions, lack of feedback mechanisms)	5	8.8		2	33.3
Job insecurity (policy changes, reorganization, centralization)	2	3.5		1	16.7
Lack of career growth and development (few promotion opportunities, lack of P.D., unclear advancement paths)	1	1.8			0.0
Other comment	2	3.5			0.0
Total	57	100		6	100.0

Figure 6 shows that, of those reporting that their morale has improved or stayed the same compared to two years ago, 34.1% of PSU USS Employees but only 25.3% of Statewide USS Employees report that “the morale of those around me has improved.” 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 percentage of PSU Employees indicate negative leadership, while the largest percentage of Statewide employees mention a lack of equity in compensation. (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 USS 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

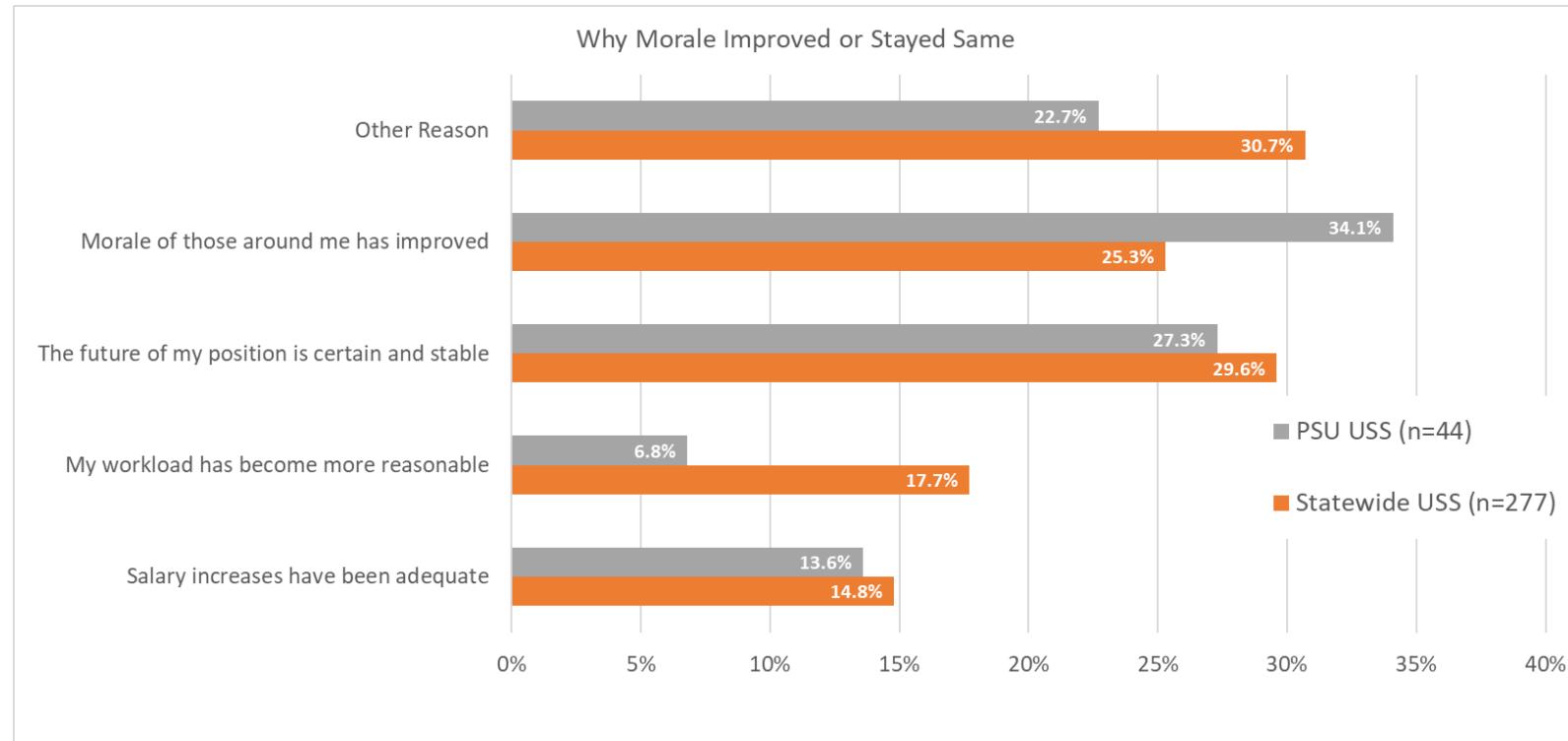


Table 4: Other Reasons Morale Same or Improved

	Statewide Employees			PSU USS Employees	
	Freq.	Percent		Freq.	Percent
Supervision and leadership (new leadership, supportive, communicative)	14	30.4		1	12.5
Role fit (alignment with skills/interest, increased autonomy, confidence)	2	4.3			0.0
Coworkers and team culture (positive, collaborative, close-knit team)	9	19.6		4	50.0
Recent change in internal position/job duties	1	2.2			0.0
Workload and staffing (stabilized, support staff increased)	6	13.0			0.0
Internal mindset and personal reasons (attitude shift, mental health work)	10	21.7		2	25.0
Increased Salary, compensation, or recognition	3	6.5		1	12.5
Other comment	1	2.2			0.0
Total	46	100		8	100.0

Table 5: Other Comments About Morale

	Statewide Employees			PSU USS Employees	
	Freq.	Percent		Freq.	Percent
Lack of equity in compensation (pay disparities, lack of merit-based raises)	59	32.2		2	9.1
Negative external political and economic pressures	-	-			0.0
Workload and staffing changes (increased responsibilities, unfilled positions)	20	10.9		3	13.6
Feeling of positive campus climate and community	13	7.1		2	9.1
Negative leadership (absentee leaders, inconsistent expectations)	16	8.7		5	22.7
Toxic culture (nepotism, favoritism, bullying, inequitable treatment)	21	11.5		4	18.2
Lack of recognition and appreciation	16	8.7		2	9.1
Organizational change and instability (constant restructuring, leadership turnover)	8	4.4		1	4.5
Lack of communication and transparency	9	4.9			0.0
Lack of career advancement and professional growth	11	6.0		1	4.5
Bureaucracy and inefficiency (outdated systems, excessive red tape)	1	0.5			0.0
Other comment	9	4.9		2	9.1
Total	183	100		22	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 smaller percentage of Statewide USS Employees (39.2%) than PSU USS Employees (47.2%) report that their wages are at least “somewhat reasonable.”

Figure 7: Perception of Current Wages

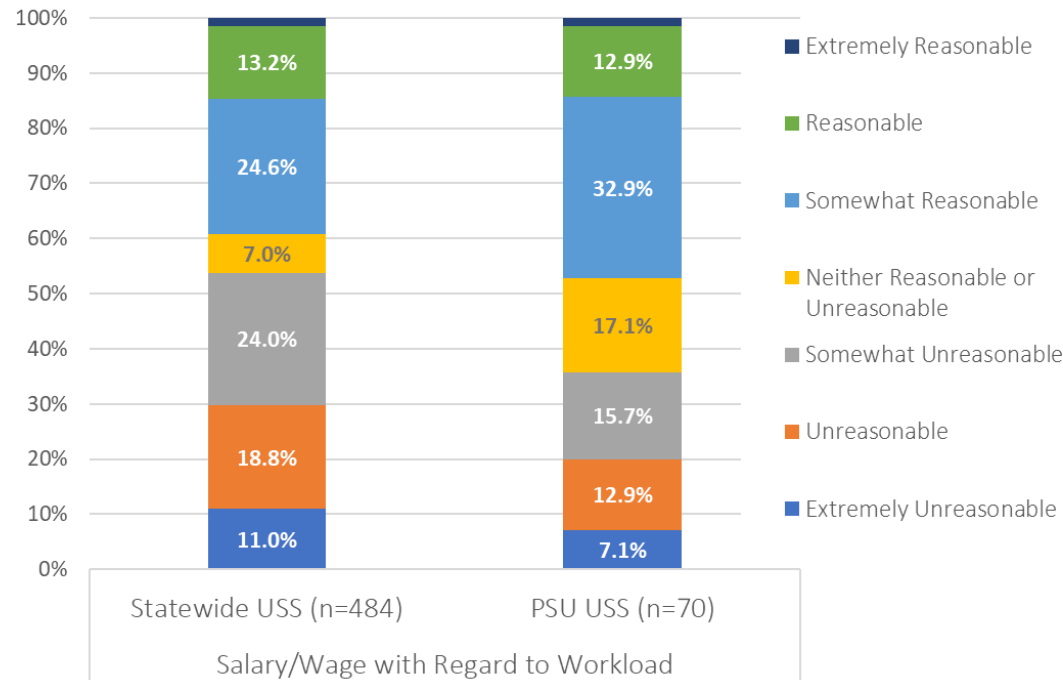
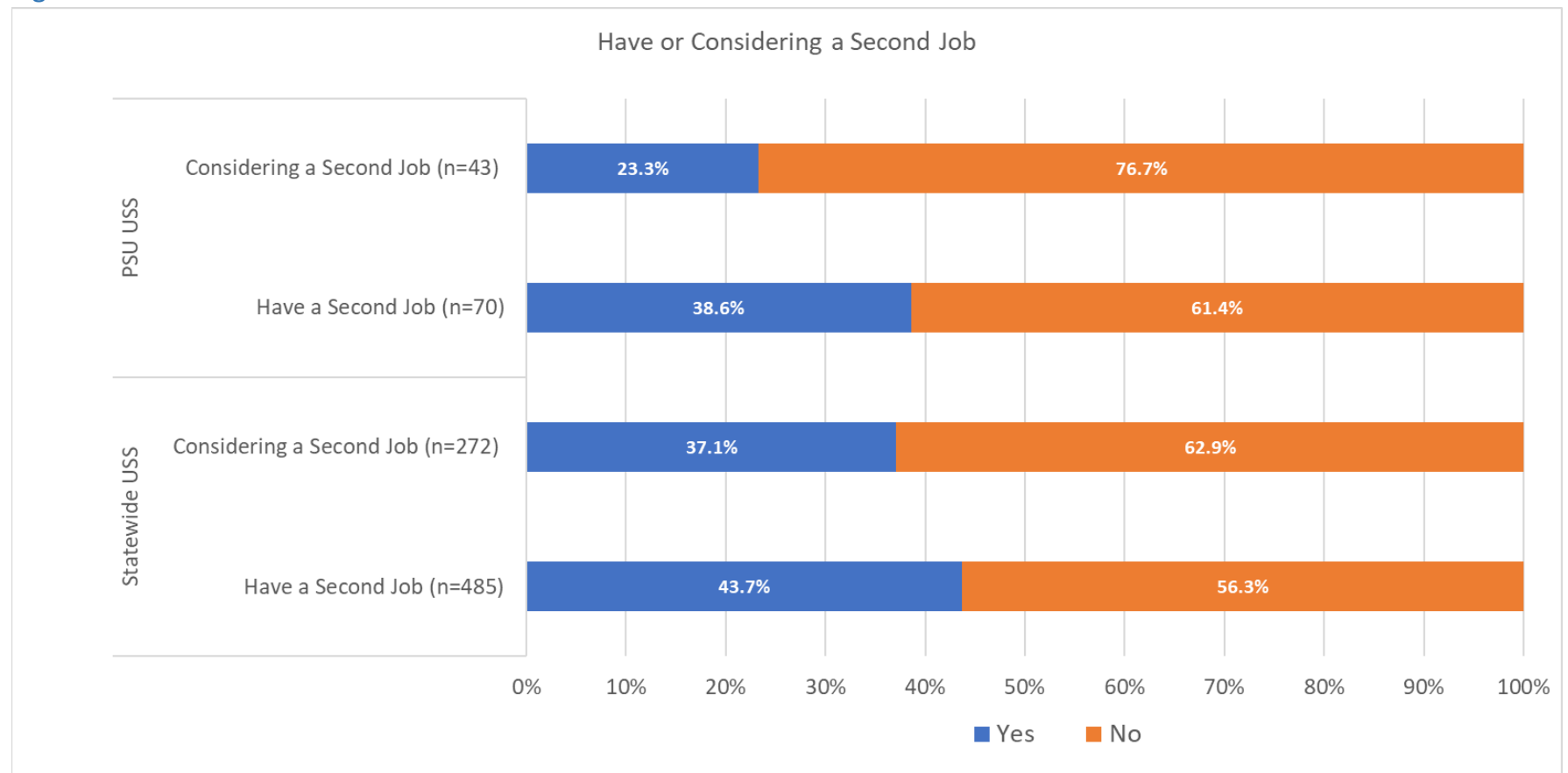


Figure 8 shows that a smaller percentage of PSU USS Employees (38.6%) than Statewide USS Employees (43.7%) report having a second job. Of those without second jobs, 23.3% of PSU USS Employees and 37.1% of Statewide USS Employees report “considering taking a second job.”

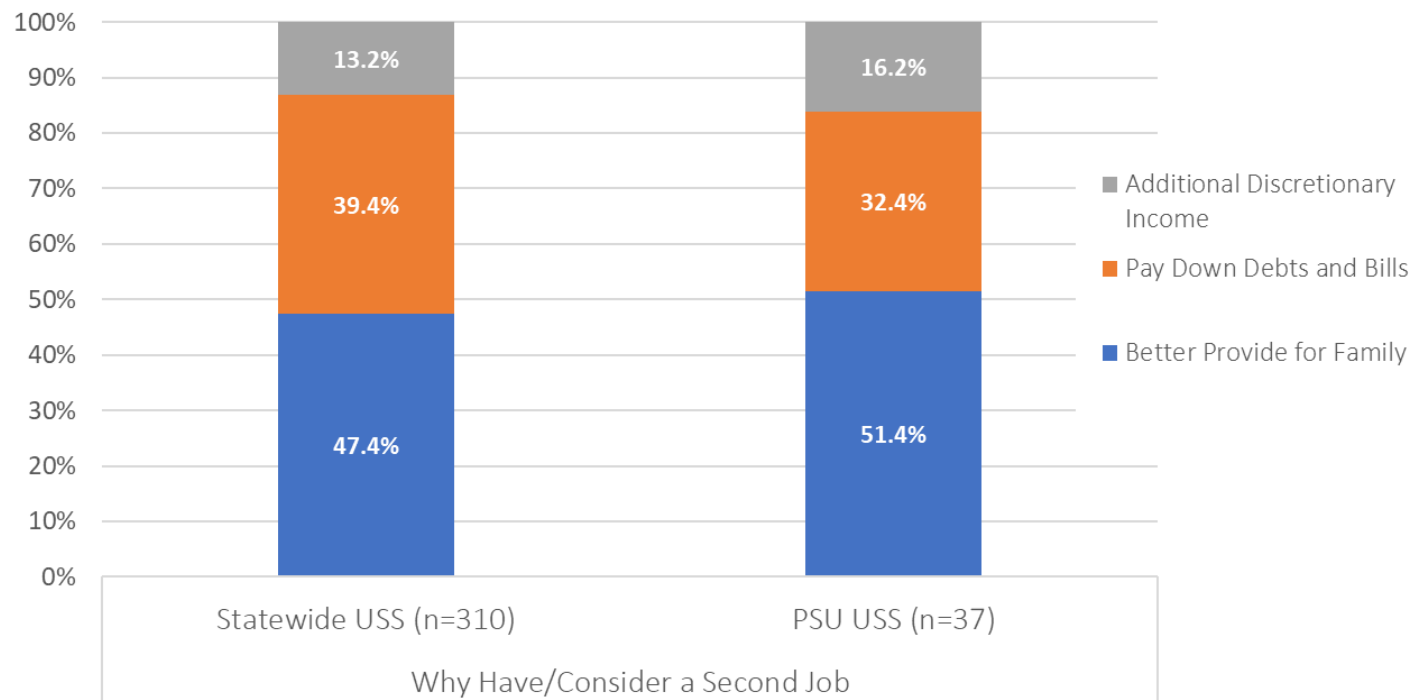
Figure 8: Have or Consider a Second Job or Other Income



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, 51.4% and 47.4% (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



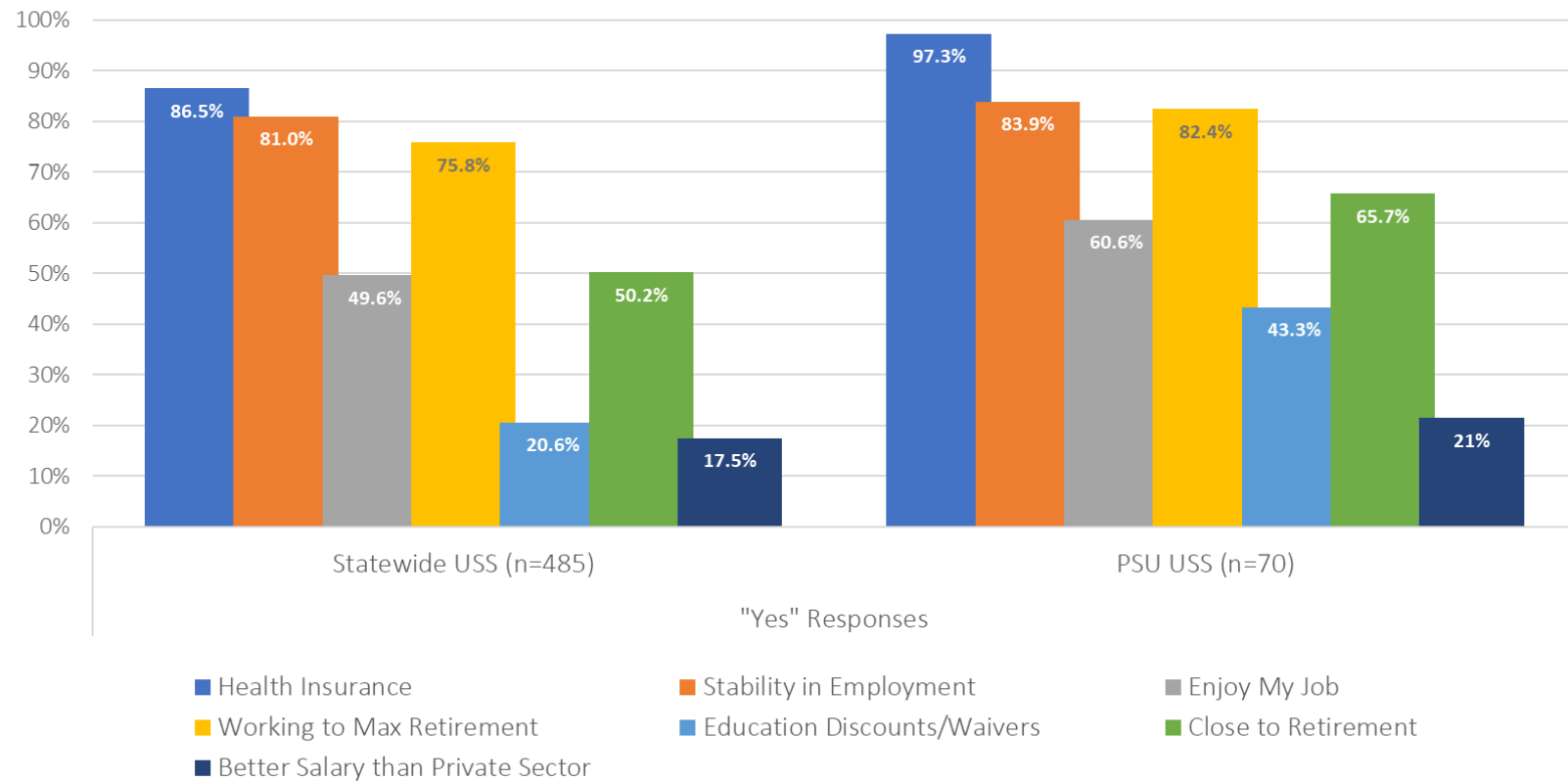
Respondents with a second job or considering a second job (“yes” answers shown in Figure 8) were asked the question “Regarding your job with the University, which of the following reasons have encouraged you to *remain employed* there?”

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 75% or more of both groups report as reasons: health insurance benefits, stable work, and working at the university to maximize their retirement benefits. About two-thirds of PSU Employees indicate being close to retirement as a reason, while only about half of Statewide Employees report it as a reason.

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 over 85% of PSU USS Employees “agree” or “strongly agree” that they “enjoy the things they do at work,” while just under 80% of Statewide USS Employees indicate such. Around 80% of PSU USS Employees and Statewide USS Employees “agree” or “strongly agree” that they are “sufficiently trained to complete their duties.” Over two-thirds of both groups experience a “generally positive work environment.”

Figure 11a: Job Satisfaction

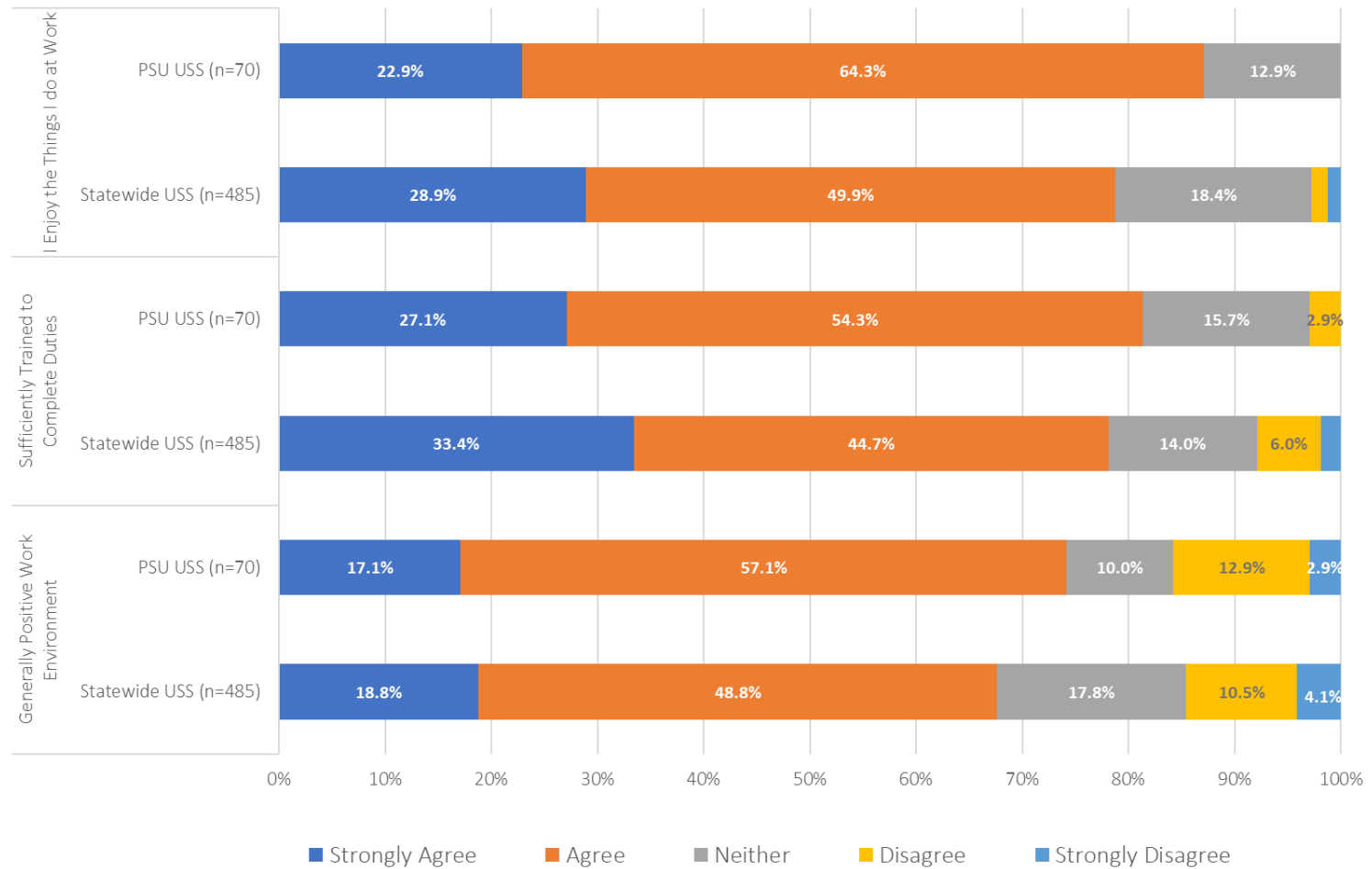
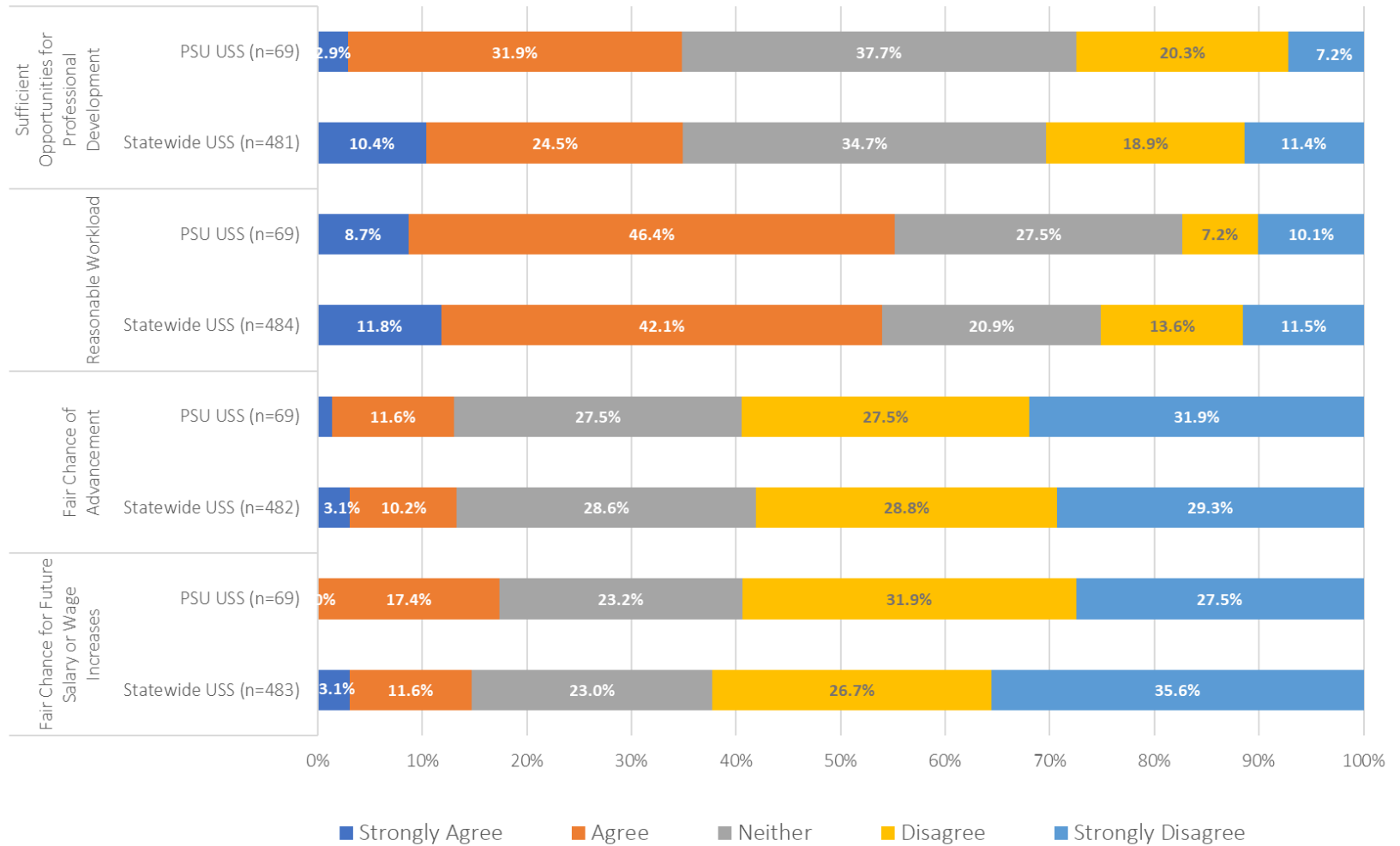


Figure 11b: Job Satisfaction (Continued)



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 USS Employees.

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

	Statewide Employees			PSU USS Employees	
	Freq.	Percent		Freq.	Percent
We need raises to keep up with the cost of living	21	21.6		3	33.3
Pay equity should be addressed/Salary compression is unfair	18	18.6		3	33.3
I am concerned about job security/stability/future raises/advancement	14	14.4		1	11.1
Leadership and/or supervisors are unsupportive & hinder problem solving	12	12.4			0.0
I now have more than one position/have added duties with no/little support/compensation	10	10.3		2	22.2
I lack resources/training/staff/support to perform my duties well	2	2.1			0.0
I enjoy my job/coworkers/supervisor/position	1	1.0			0.0
Leadership and/or supervisors lack transparency/communication	3	3.1			0.0
I am overqualified/should earn more given my skills and/or education	5	5.2			0.0
I feel the tuition assistance/parking/HR/PTO/holiday policies need modification	5	5.2			0.0
Workplace biases, favoritism, cliques are problems on campus	2	2.1			0.0
I benefit from/would benefit from remote/hybrid/flexible work	-	-			0.0
I must work 40< hours/skip lunches/vacations due to staff reductions	1	1.0			0.0
Other comment	3	3.1			0.0
Total	97	100		9	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 about 70% of both PSU USS and Statewide USS Employees consider “improved healthcare benefits” as “very important” or “extremely important.” Over 50% of PSU Employees consider “flextime or flexible hours,” “tuition assistance at another university” and “tuition assistance for community or technical college” to be “very important” or “extremely important.”

Figure 12a: Incentives or Opportunities

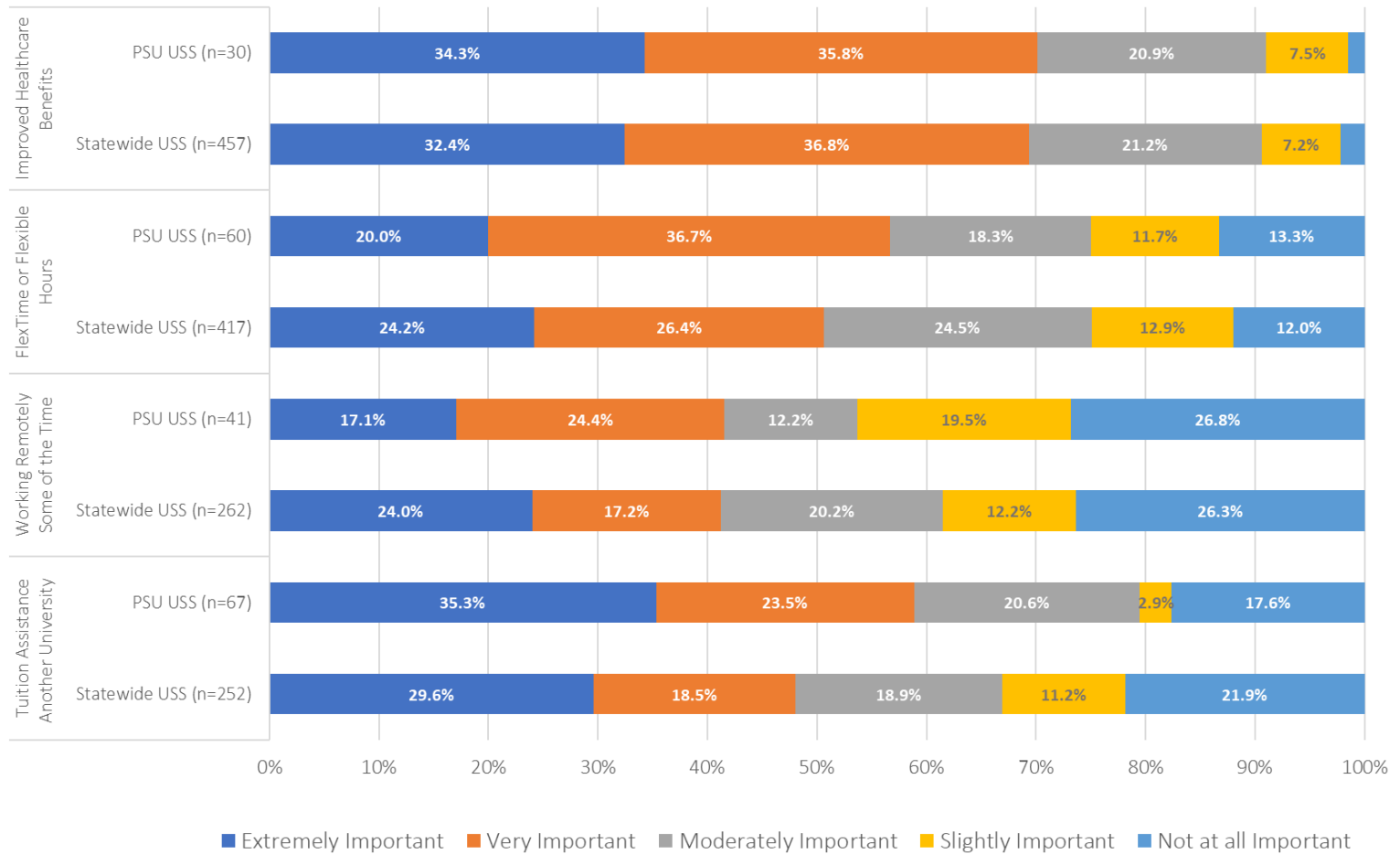
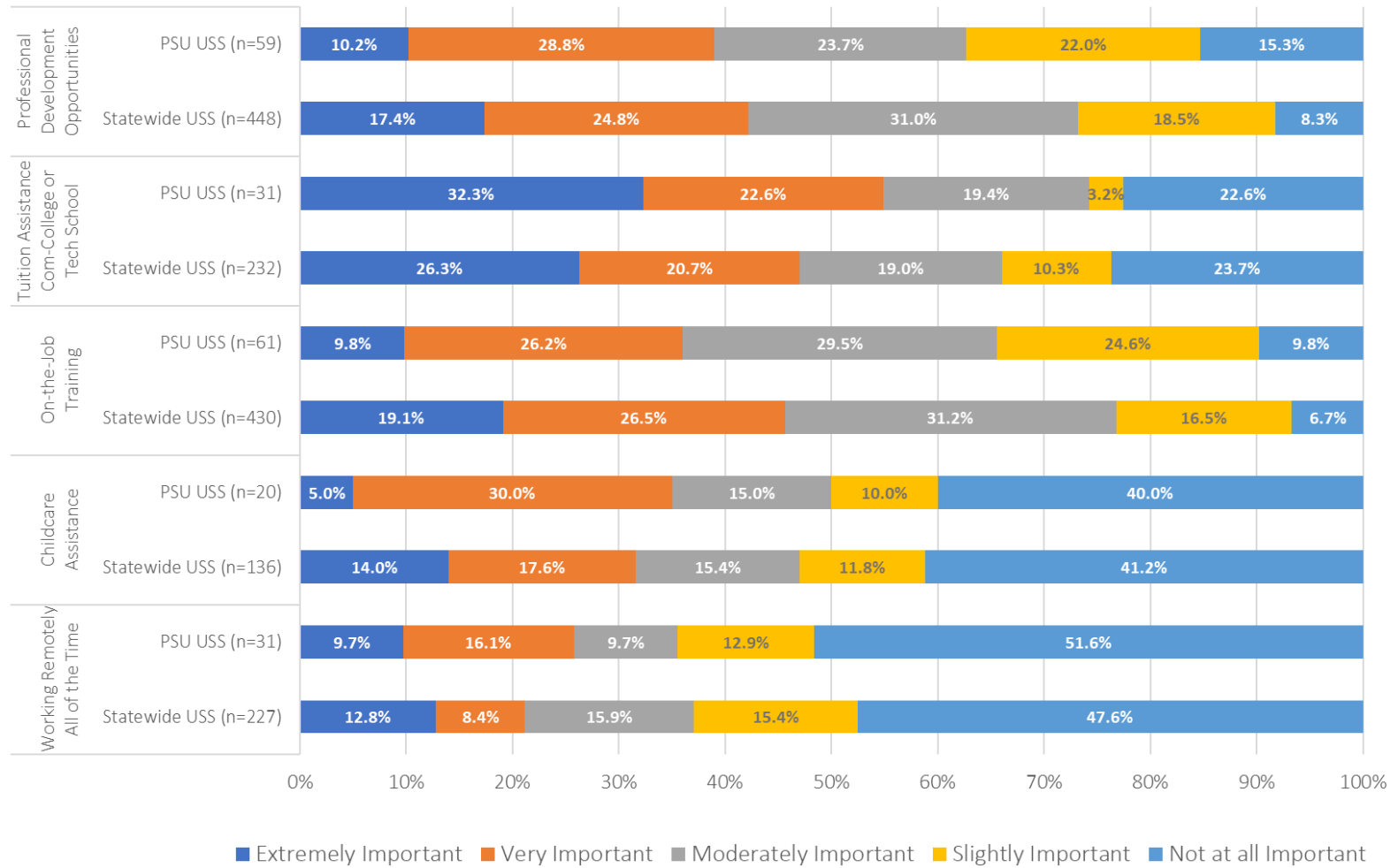


Figure 12b: Incentives or Opportunities (Continued)



Respondents were offered the ability to list other important incentives in an open-ended question that followed the lists. Table 7 shows 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 USS Employees.

Table 7: Additional Incentives or Opportunities (Categories)

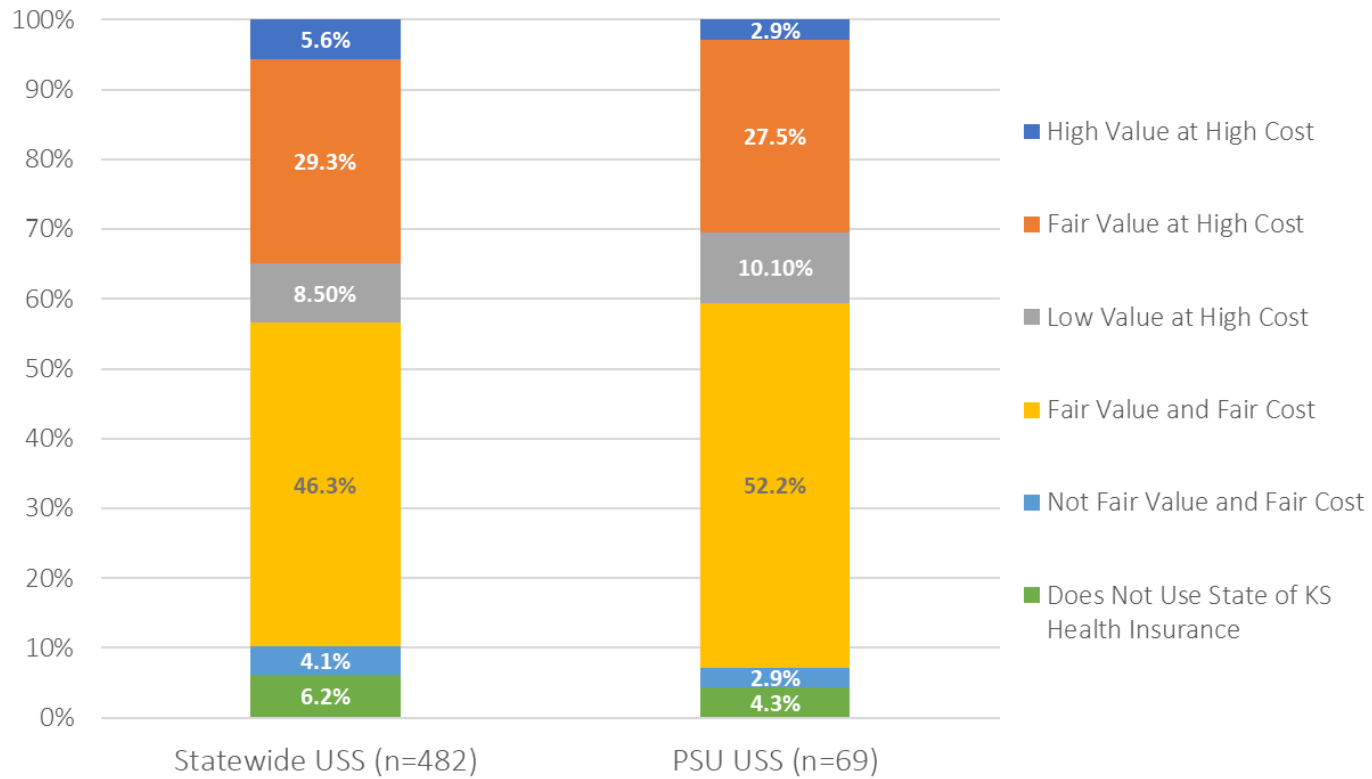
	Statewide Employees			PSU USS Employees	
	Freq.	Percent		Freq.	Percent
Tuition assistance, more opportunities to receive/use tuition assistance	11	15.7		2	50.0
Free parking, access to pool, exercise & recreation facilities, gift cards	13	19			0.0
Wage increases, livable wages, cost of living increases	10	14			0.0
Support for/time off for professional development	9	12.9		1	25.0
Merit pay, longevity bonus	10	14.3		1	25.0
Flexible schedule/hours/days, four-day workweek	5	7.1			0.0
Improved retirement packages, retirement incentives	1	1.4			0.0
Improved primary, mental, dental benefits/coverage, more affordable	1	1.4			0.0
Remote work, hybrid work, equipment for remote work	-	-			0.0
Adequate staffing/resources, improved work environment/management	2	2.9			0.0
Opportunities for advancement/merit and transparency about process	2	2.9			0.0
Support for better work-life balance, appropriate workload, PTO, adequate time off	1	1.4			0.0
Childcare assistance, parental leave, dependent care, funeral leave	-	-			0.0
Other comment	5	7.1			0.0
Total	70	100		4	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 of both groups (52.2% at PSU and 46.3% Statewide) rate it as “fair value and fair cost.” The second largest single percentage of both groups (27.5% at PSU and 29.3% Statewide) rate it as “fair value at high cost.”

Figure 13: Opinions about Health Insurance



Budget Limitation Impacts

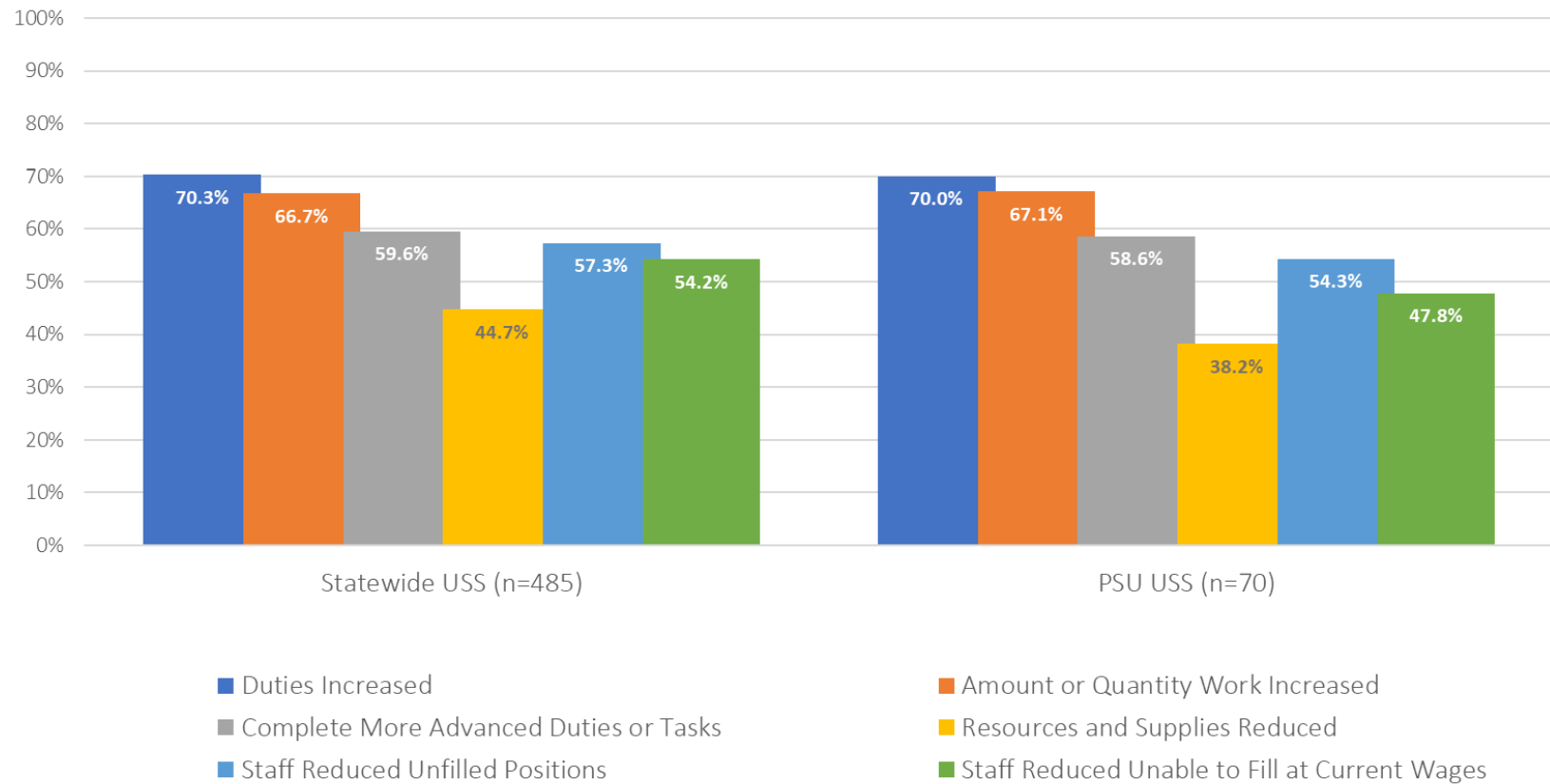
This section of the report addresses opinions about the impacts of budget limitations. Respondents were presented with the following question and statement: “Have budget limitations impacted your job? If so, please mark all the areas below that have been impacted by budget limitations.”

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 that large percentages (close to or more than 60%) of both groups report that budget limitations have led to “increased duties,” “increased quantity of work,” and that they are having to “complete more advanced duties or tasks.”

Figure 14: Opinions about Budget Limitation Impacts

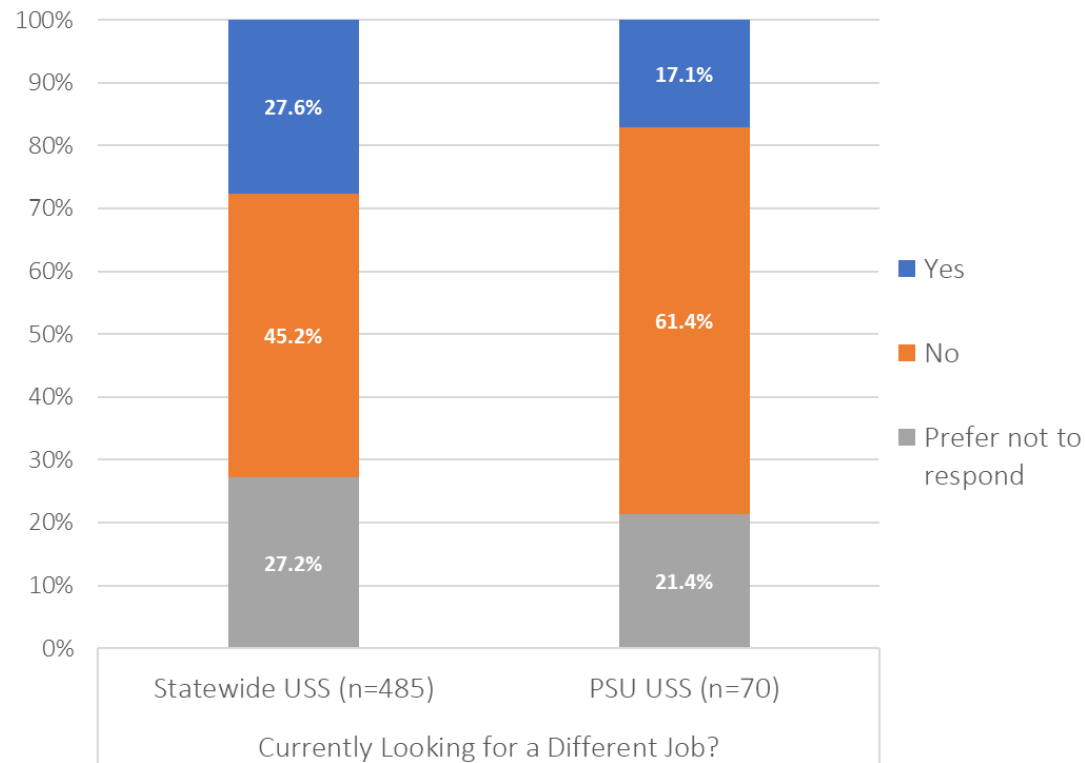


Different Job

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 larger percentage of Statewide USS Employees (27.6%) than PSU USS Employees (17.1%) report looking for a different job within the past year or so.

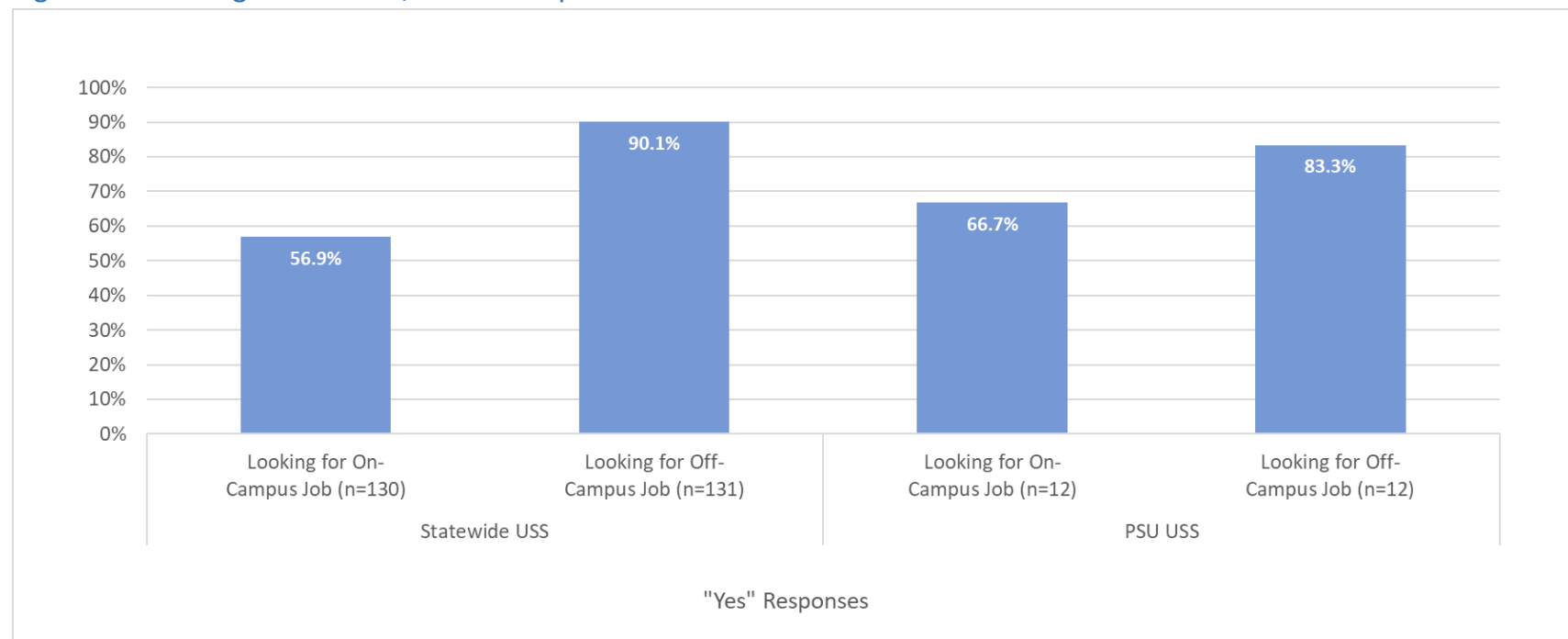
Figure 15: Looking for Different Job



Respondents who answered “yes” to the question “are you currently looking for a different job or have you looked for a new job in the past year or so” were asked two questions: “are you looking for an on-campus job” and “are you looking for an off-campus job.”

Figure 16 shows that, of those looking for a different job, 56.9% of Statewide USS Employees and 66.7% of PSU USS Employees report that they are interested in other on-campus employment, and in response to a separate question, 90.1% and 83.3% (Statewide and PSU, respectively) report being interested in off-campus employment.

Figure 16: Looking for On- and/or Off-Campus Job



Finally, respondents were asked if they had any other comments they would like to add. Table 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 USS Employees.

Table 8: Additional Comments

	Statewide Employees			PSU USS Employees	
	Freq.	Percent		Freq.	Percent
Favorable comments about university employment, supervisor, coworkers	6	8.0			0.0
Wage increases, wage equity, cost of living adjustments, merit pay, bonuses	13	17.3		1	11.1
Positive comments about survey/participation	8	10.7		1	11.1
Understaffed, under-resourced, overworked, and overloaded	8	10.7		3	33.3
Leadership/management unresponsive, unsupportive, untrusted, micromanage	7	9.3			0.0
Generalized frustration/low morale expressed	5	6.7		2	22.2
Pessimism expressed regarding the use of survey findings	6	8.0			0.0
Tuition assistance, health insurance, childcare, parking	5	6.7		1	11.1
Top heavy administration, wage increases go to top. favoritism regarding departments	2	2.7			0.0
Wages should better match skills, output, and/or loyalty/longevity	3	4.0			0.0
Considering retirement or new job	-	-			0.0
Critique of survey, recommendations for survey/analysis	3	4			0.0
More flexibility in work hours and locations (remote/hybrid)	1	1.3		1	11.1
Opportunities for advancement are lacking	4	5.3			0.0
Kansas Legislature imprudent/unsupportive	1	1.3			0.0
Other comment	3	4.0			0.0
Total	75	100		9	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.

An actual plan for maintenance or replacement of equipment. Just waiting until something breaks is not a plan. Budget should allow for large equipment purchases. If that involves saving some of the budget over a few years, it should be allowed.

Competent Leadership.

Don't be a false profit. Practice what you preach! SAFETY! too many accidents resulting in injuries.

I don't feel like I earn enough after over 25 years of loyal service and a degree from PSU.

Positive work environment.

Promotion steps of some sort for completing a range of job duties.

Respect, boundaries

to be treated with respect from colleagues. colleagues shouldn't cuss you and threaten you. yes this happened to me and nothing was done about it by supervisor or hr department.

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

boss is non-existent

Change in leadership within the department. We went from a democratic style to authoritarian style micromanager.

Incompetent Leadership

lack of communication

New supervisor that is poor at communicating and prone to outburst with zero acknowledgement after the fact

Uncertainty of retirement benefits

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

A negative, bullying coworker is leaving

I enjoy my job and the people I work with. I have a wonderful supervisor that appreciates the work I do.

I like the people I work with

I try not to let things I cannot change bring me down.

It's time to retire.

My supervisor is ALWAYS lets me know how much she appreciates me.

No changes = No change in morale

Our Morale is our own, we can accept our position as it is or try and make it better. Try to reason with our supervisors and move on.

Salary increased, not nearly enough for cost of living, let alone appreciation

Two of my coworkers seem to like me

Q11: More to Add Regarding Morale

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

Department Head, and other supervisors are not constant in expectation of employees. Showing favoritism to certain staff members. There is a lack of communication. The only time you hear from a supervisor is when you did something they dislike. The fact that new hires start out making the same salary as employees that have been here for fifteen, or twenty years. does not go unnoticed.

Again, I love my job and am very thankful I still have a job to come to. I enjoy working with my co-workers, my supervisor is amazing and very easy to talk to if needed, she lets you know in different ways how you're appreciated.

Boundaries and keeping bullies in their own work spaces helps

Changes at PSU have been fast and furious and to be honest we're still in a great state of change, unknown and uncertainty which impacts moral greatly.

I don't think my morale matters, because it doesn't account for my already-negative outlook because of outside factors.

I said it earlier about how I was treated and nothing was done to the other person!

I think we have a great work place at pitt state university,,people are very satisfied and positive.

I'm struggling with my mental health in general and coming to work in an atmosphere where there's lots of negativity is making it extremely hard to be here. I'm grateful that faculty trust me and vent their frustrations with me, but it's discouraging that administration doesn't seem to care as many concerns are either disregarded or the faculty is outright told to cater to students in ways that seem inappropriate. There's a lot of ambiguity and when you ask questions or try to head off problems it's perceived as being negative. Frankly, I really don't want to be here anymore.

Leadership changes have led to an increase in morale for the better.

Morale has been greatly affected by the lack of competitive wages and failure to be able to reward longevity with higher wages than those of incoming staff. It has also been worsened over time due to promises of better things that never come to be. Salary compression is a significant problem and no one seems to be able to address it. Morale is also greatly affected by the difference in treatment and pay for those in non-academic staff positions. Wages and HR matters are extremely difficult to work through compared to academic departments and it feels discriminatory. Morale has also suffered due to the lack of competent direct leadership and upper administration leadership. It is highly obvious that there are cliques of employees in upper administration who are being rewarded at higher rates than others and this has led to resentment and low morale. The more difficult findings from previous surveys have mostly gone unanswered and no movement in any direction to alleviate those problems. PSU used to be one of the best places to work and, sadly, that is no longer the case.

Morale would probably improve more if we could get back the people in the trades, we lost half our employees in our shop along with others in the Physical Plant/ maintenance. But white-collar positions keep increasing.

More work keeps being added because positions are not being filled. In 19 years of service, 3 buildings have added to campus. We used to have 36 custodians on campus and now only have 14. all that extra work is being done by less than half the workforce we had. Quality of work is decreasing, complaints are rising, and the physical strain on our bodies is increasing.

No where is promoted to your level of incompetence more apparent than at a state institution.

not hiring enough new people to replace old with therefore increased work loads on all people

Our supervisor refuses to explain his expectations and then explodes when our labor doesn't meet them. When the problem gets bad enough that upper management should be notified of his behavior, the director takes zero action, the vice president is never here, and HR doesn't want to hear it. being in this position feels lost and helpless when my supervisor has his meltdowns because accountability isn't taken, disciplinary actions are not made, and the cycle of abuse continues. We are left to cope how ever we can with no support.

Salary is the number one issue at this university. When I became a PSU employee, my wages were much better than the private sector. Now, after 20+ years, they are lower than a job of the same classification in the private sector.

The chief is unfair, not consistent, not clear or transparent.

The job seems to be underappreciated by administration and others on campus. Shift differential does not adequately compensate those who work abnormal hours. The perks and incentives tend to favor those who are salary or work M-F. Those along with no transparency and lack of leadership and bias towards some make morale low within our department. Working short handed and continually being down staff creates a stressful environment.

The management style has shifted dramatically, all are struggling to adapt, stress levels are high, and overall morale is down.

The morale in the School of Nursing is at an all time low. Employees are talked down to and made to feel incompetent. Many employees are contemplating leaving employment for other jobs.

they don't value the trades department at all and the decision are being made about my job and there duties rely on upper management
wish we could go back to 2011 and before

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.

I cannot comprehend a 30 cent per hour shift differential, and I do not understand how only scheduled hours count for a shift differential.

I do not have a Bachelors degree therefore it makes it hard to advance in higher paying positions. In the past I had to cover a position until it was filled, but I wasn't eligible for the position due to not having a degree. Degree's trumps experience.

I'm at the end of my pay grade. They will not move me to the next one. I'm just stuck where I am.

It took me 14 moths to get my director to approve a \$2.00 raise for the work I had already been doing 2+ years prior

Lack of advancement and no real hopes of wage increases. Job is not enjoyable due mostly to lack of competent leadership and problems and that that creates for those of us under them.

must keep giving pay increases to lower pay associates.need to balance the pay scale way to many making 3x more than the bottom. way out of balance here.not fair. no good.

Regular staff raises like faculty and student staff get would help

Shift Differential is .30 Cents for employees who work late, long hours. Studies show those work hours can have negative effects on your health and personal life. More compensation for those willing to work the hours no one else wants to.

We have staff shortages for years. We were told that expectations would be lowered to reflect the knowledge that there were fewer staff. Instead, the number of buildings on campus are increasing and the expectation of the view of campus remains the same. They want and expect clean facilities and the grounds should be kept up. So it's either make the employees do more for less money or the no raise in salary or hire back those employees positions to meet the demands. Also have a dedicated budget to replace old worn equipment. We have two tractors that are 40+ years old and leak so badly that to brush hog a field it cost \$100 in oil to raise the cutter. We have old worn vehicles that are 20+ years old. There is also specialized equipment that has been broken for years that parts are no longer available. Some of the work that is needed is difficult if not impossible to find an outside contractor that is willing to do, so we use our broke down equipment try the best we can.

Q20: Another Important Incentive

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

Additional vacation time given whenever staff aren't given annual raises would work. Free parking would be nice

Being paid for the actual work being performed, not what some made up title says you're going to be paid.

How about better tuition benefits for employees? Currently at PSU, you can choose 1 3-hour course from some already pre-approved list and it's like one a year WITH A WAITLIST. There is no educational benefit for us who have chosen to be childfree.

Tuition assistance for grandchildren would be an incentive to continue employment at PSU rather than retire.

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.

I am only working here to learn more skills (stripping/waxing floors, management of part-time students, etc.) and once I have enough knowledge and have proven myself, I plan on moving out of Kansas entirely, should that ever actually happen.

I'm extremely disappointed in the direction this institution has taken over the last 10+ years. We have had constant promises that are never fulfilled and what appear to be constant lies fed to try to keep up content. Cost cutting always happens at the lowest end of the scale and then

upper administrative positions with high salaries balloon up in other departments where cliques of employees are allowed to make institutional decisions based on personal relationships. Accountability is unheard of and incompetent leadership makes my personal job impossible at times. I will be glad to reach retirement and will leave here knowing that nothing I have done for the last 25+ years has been appreciated and my opinions and thoughts were completely disregarded.

In regard to the questions asked, 1 of the inequities I'm unhappy about is that people with dependents are able to get tuition waivers for a full semester for their children while employees only receive 1 class per semester waived.

Pittsburg State University does not value their labor force.

please consider additional vacation for good annual reviews or when raises aren't offered

Thanks for this opportunity.

the state has not valued the trades to keep up with the standards

To summarize, increase in salary, increase in number of employees, new not old broken equipment.

We just need raises. These 2% COLAs aren't enough anymore.