

**Western Kentucky University
Staff Satisfaction Survey
– 2019 –**



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Executive Summary**

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered January 2019. The 2019 Staff Satisfaction Survey instrument consisted of 34 Likert-type items addressing specific facets of the job; a 35th item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Four additional items requested demographic information and three open-ended items asked employees to list their top issues or concerns with their job. All WKU staff were invited via email to respond to the survey; 458 (426 full-time; 19 part-time; 13 did not say) employees completed the survey.

The results of the 2019 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees slightly agreed they are satisfied working at WKU. Across the 34 items tapping satisfaction with specific facets of the job, there were two items with which employees strongly agreed, “Christmas Break is an important benefit to me” (Item 14) and “I feel safe on campus during the daytime” (Item 1). There was agreement with 15 items; there were 18 items for which employees were unsure whether or not they agreed with the item. The two lowest rated items this year were “I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement” (Item 12) and “There was adequate communication throughout the entire merits raise process” (Item 22). There were no items on which WKU Staff members disagreed or strongly disagreed.

The results in 2019 largely were consistent with the results in 2017. There were four items that demonstrated practical as well as statistically significant differences from 2017 to 2019. Participants were unsure about three of the items in 2017; however, in 2019 participants agreed with these items. These three items are Item 3 “The air quality in my building/work environment is good,” Item 6 “I know how to locate/access University policies,” and Item 8 “The Staff Council represents my concerns to the administration of WKU.” One item increased from agree in 2017 to strongly agree in 2019, Item 1 “I feel safe on campus during the daytime.”

Generally, full-time and part-time employees were consistent in their pattern of responses; there was only one item on which part-time employees agreed more than did full-time employees. When responses were broken down by length of tenure at WKU, salary range, and division, there similarly were few items on which there were differences in responses as a function of these demographics.

As in 2017, the 2019 open-ended responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises (110 comments), followed by benefits (65 comments), staffing (63 comments), and communication (57 comments). Some 219 respondents did not list a top issue or concern.

Overall, the results obtained for the 2019 Staff Satisfaction Survey are similar to results obtained for the 2017, 2011, 2009, 2008, 2007, 2006, and 2005 Staff Satisfaction Surveys. Notable exceptions include that the mean response to “Overall I am satisfied working at WKU” decreased from agreement (2011 Mean = 4.20; 2017 Mean = 4.07) to slight agreement (2019 Mean = 3.74). In addition, relative to previous years, in 2019 there were more comments related to morale and communication issues.



**Western Kentucky University
Staff Satisfaction Survey
– 2019 –**

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered January 2019. The Staff Satisfaction Survey was last administered in March 2017. All WKU staff were invited via email to complete the survey online; 458 employees (426 full-time; 19 part-time; 13 did not say) completed the survey (575 surveys were completed in 2017; 477 surveys in 2011; 508 surveys in 2008; 519 surveys in 2007; 606 surveys in 2006; 565 were returned in 2005). In January 2019, WKU Human Resources indicated there are 1196 full-time staff members; thus, responses from 426 full-time employees indicates a response rate of 35.6% for full-time staff members.

Staff Satisfaction Survey Instrument

The 2019 Staff Council Survey Committee and the report authors revised the survey such that the 2019 Staff Satisfaction Survey instrument consisted of 34 Likert-type items addressing satisfaction with specific facets of the job; a 35th item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). A “Not Applicable” response option also was available, although it was used infrequently. Four additional items requested demographic information and three open-ended items asked employees to list their top issues or concerns with their job.

Demographics

Four items requested demographic information from respondents. Response rates for these demographic categories are reported below.

Employment Category. Some 426 employees indicated full-time employment with the university; 19 employees indicated part-time employment; 13 respondents failed to indicate an employment category.

Employment Tenure. Results for tenure for full-time staff members are: 15 employees reported they had been employed at WKU less than 1 year; 123 employees had been employed for 1-5 years; 99 employees for 6-10 years; 85 employees for 11-15 years; 56 employees for 16-20 years; and 46 employees for more than 20 years. The median tenure response fell in the 6 to 10 year category; 24% have been employed by WKU for more than 15 years.

Salary Range. Results for full-time employees for salary range are: 1 employee reported a salary of less than \$15,000; 11 employees reported a salary of \$15,001-\$25,000; 133 employees reported a salary of \$25,001-\$35,000; 169 employees reported salaries of \$35,001-\$50,000; 84 employees reported salaries of \$50,001-\$75,000; 21 employees reported salaries of \$75,001-\$100,000; and 3 employees reported a salary of more than \$100,000; 4 respondents did not indicate a salary range. The median salary fell within the \$35,001 to \$50,000 range.

Division. For full-time employees responding to the 2019 Staff Satisfaction Survey, there were 175 responses from Academic Affairs, 19 from Public Affairs, 72 from Finance & Administration, 9 from Philanthropy & Alumni Engagement, 17 from Facilities, 87 from Enrollment and Student Experience, 6 from Athletics, and 27 who did not report a division. The response rate by division may be found in Table 1. Table 1 also includes the exact description of each division that appeared on the survey.

Table 1. Response Rate by Division

Division	N	% of Respondents
Academic Affairs (Terry Ballman) Including: Academic Colleges, Graduate School, Library, Mahurin Honors College, Forensics Program, Gatton Academy of Mathematics and Science, Kentucky Museum, Suzanne Vitale Clinical Education Complex, Chief International	175	41.1
Public Affairs Including: Campus and Community Events, Government and Community Relations, Marketing and Communications, Media Relations, and Public Broadcasting	19	4.5
Finance & Administration (Ann Mead) Including: Budget, Business Services, Chief Financial Officer, Human Resources, and Information Technology Services	72	16.9
Philanthropy & Alumni Engagement (John Paul Blair)	9	2.1
Facilities (Bryan Russell)	17	4.0
Other Including: Presidents Office, Internal Audit, Board and Executive Relations, Confucius Institute, and General Counsel	14	3.3
Enrollment and Student Experience (Brian Kuster)	87	20.4
Athletics (Todd Stewart)	6	1.4
Did not indicate	27	6.3
Total	426	100

Interpretation of Results for Satisfaction Ratings

Survey Instrument

The Staff Satisfaction Survey instrument consisted of 34 Likert-type items addressing specific facets of the job; a 35th item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). A sixth option “Not Applicable” also was available for each item. Responses indicating Not Applicable were not included in the analyses for that item. Other than the analysis examining differences between full-time and part-time staff members, responses from the 19 part-time employees were not included in the analyses. Likewise, responses from the 13 respondents who failed to indicate an employment status were not included in the analyses. All responses to the open-ended items were included in the analysis of the comments.

Interpreting Mean Ratings. In this report, mean ratings ranging from 4.51 to 5.0 will be referred to as indicating strong agreement; means ranging from 3.51 to 4.50 will be referred to as indicating agreement; means ranging from 2.51 to 3.50 will be referred to as indicating being unsure about agreement with the statement; means ranging from 1.51 to 2.50 will be referred to as indicating disagreement. Means that fall close to the division point between categories may be described as “slight”; for example, a mean of 3.59 may be described as “slight agreement.” In 2019, as in 2017, 2011, 2008, 2007, 2006, and 2005, there were no items for which the mean rating fell into the Disagree or Strongly Disagree range. (Note; in 2019 one aberrant item (“I have a conceal and carry license” had a mean rating of 2.47.)

Scale Reliability. Reliability analyses were conducted across ratings on all items. Internal consistency analysis revealed a Cronbach’s alpha of .92, indicating the items are tapping a common underlying construct, presumably job satisfaction.

Reporting Results

Results are reported first for ratings across all respondents. The results are then broken down by each demographic category; that is, by Employment Category, Years of Employment, Salary Range, and Division.

Statistical Significance versus Practical Significance. For each of the analyses by demographic category, differences between categories that reached statistical significance are identified. It should be noted that these differences need to be interpreted with caution. With a large sample such as we have for the 2019 Staff Satisfaction Survey, small differences in means can reach statistical significance yet have little practical significance. For example, means of 4.00 and 4.27 may be statistically significant. However, both means indicate that respondents agree with the item; thus, the difference between the means is not of practical importance. Accordingly, practical significance between items in each demographic category is reported as well.

Ratings Across All Respondents

Ratings Clustered by Topic

Table 2 contains the mean rating (and standard deviation) across all respondents for each of the 34 items measuring facet satisfaction as well as the overall job satisfaction item. The items in Table 1 are categorized into groups based on their content. For each group of items, the mean and standard deviation also are reported across all items within that group.

Inspection of Table 1 indicates that, overall, WKU staff members slightly agree that they are satisfied working at WKU.

Across the 12 survey items on Campus Safety, employees slightly agreed (Mean = 3.65), with means ranging from quite unsure for Parking and Transportation (Mean = 2.68) to strongly agreeing that they felt safe on campus during the day (Mean = 4.63). In this category, staff members were unsure on five (Items 7, 9, 10, 11, 12) of the 12 items and agreed with the other 7 items (Items 1, 2, 3, 4, 5, 6, 8).

Across all 10 items concerning Benefits, Performance Evaluations, and Pay, employees were unsure (Mean = 3.33). Mean ratings ranged from a low of very unsure that there was adequate communication throughout the entire raise process (Mean = 2.66) to strongly agreeing that Christmas break is an important benefit (Mean = 4.86). Staff members strongly agreed with one item (Item 14), agreed with one items (Item 15) and were unsure about the other eight items (Items 13, 16, 17, 18, 19, 20, 21, 22).

Across all 12 items concerning Leadership, employees indicated they slightly agreed (Mean = 3.74). Items receiving the lowest ratings were “I am comfortable discussing job-related concerns with my Divisional Leadership Team” (Mean = 3.17; Unsure) and “My division leaders communicate President Caboni’s plans and vision appropriately” (Mean = 3.35; Unsure). The item in this group with the highest rating is “I am treated fairly by my immediate supervisor” (Mean = 4.32; Agree). On average, employees rated seven of these 12 items as Agree (Items 23, 24, 25, 26, 27, 31, 32) and rated five items as Unsure (Items 28, 29, 30, 33, 34).

Table 2. Mean Ratings and SDs Across All Respondents Clustered by Topic (N = 381 to 426)

Overall Satisfaction	Mean	SD
35. Overall, I am satisfied working at WKU	3.74	0.94
Campus Safety	Mean	SD
Overall for this group	3.65	0.97
1. I feel safe on campus during the daytime	4.63	0.60
2. I feel safe on campus at night	3.96	0.87
3. The air quality in my building/work environment is good	3.51	1.16
4. I have the equipment and supplies to do my job well	4.07	0.92
5. My computer access is adequate to obtain the information I need	4.38	0.76
6. I know how to locate/access University policies	4.13	0.82
7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer	3.35	1.03
8. The Staff Council represents my concerns to the administration of WKU	3.59	0.85
9. I am aware that WKU has an Ethics and Compliance Hotline	3.18	1.24
10. I am aware of President Caboni's expectations that affect me and my department	3.37	1.08
11. I understand the role of the President's Cabinet	3.00	1.10
12. I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement	2.68	1.24
Benefits, Performance, Evaluations, & Pay	Mean	SD
Overall for this group	3.33	1.10
13. I am satisfied with the current benefits offered by WKU	3.33	1.14
14. Christmas break is an important benefit for me	4.86	0.47
15. I am satisfied with the summer hours schedule	4.29	0.93
16. President Caboni demonstrates the value of the WKU staff by providing appropriate pay/compensation	2.97	1.14
17. I have opportunities to advance in my career at WKU	2.87	1.18

18. My job description reflects what I really do	3.35	1.18
19. People in my area receive recognition when they should	3.13	1.20
20. Given the responsibilities and performance expectations of my job, I am paid fairly	2.80	1.20
21. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the “right” friends	3.05	1.24
22. There was adequate communication throughout the entire merit raise process	2.66	1.29
Leadership	Mean	SD
Overall for this group	3.74	1.07
23. I am treated fairly by my immediate supervisor	4.32	0.97
24. I am allowed time away from my job for taking classes or attending training opportunities per University policy	4.20	0.93
25. Taking time off when I need to is NOT a problem in my area	4.27	0.92
26. My supervisor allows Flex scheduling	3.91	1.06
27. I am comfortable discussing my job-related concerns and issues with my supervisor	3.95	1.15
28. I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team	3.17	1.26
29. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.43	1.17
30. There are enough employees in my section/department/office to handle the work	2.93	1.29
31. My unit/department practices sustainability (environmentally friendly) activities	3.78	0.92
32. Employees in my section/department/office work cooperatively with each other	4.13	0.93
33. My department leaders communicate President Caboni’s plans and vision appropriately	3.43	1.09
34. My division leaders communicate President Caboni’s plans and vision appropriately	3.35	1.11

Items Sorted by Mean Rating

Table 3 contains the mean rating (and standard deviation) across all respondents for each of the 34 items measuring facet satisfaction and the overall job satisfaction item. The items in Table 3 are reported in descending order by item mean. That is, the facet with which employees reported the strongest agreement is listed first, followed by the facet with the second greatest agreement, and so on.

Overall, staff members slightly agreed that they are satisfied working at WKU (Item 35, Mean = 3.74). Some 27.7% of staff members either disagreed (12.5%) or were unsure (15.3%) whether they are satisfied working at WKU; 72.3% either agreed (55.9%) or strongly agreed (16.4%) that they are satisfied working at WKU. By comparison, in 2017, 86.5% of staff members either agreed (60.3%) or strongly agreed (26.2%) that overall, they were satisfied working at WKU.

The two items with the strongest agreement were “Christmas Break is an important benefit to me” (Item 13; Mean = 4.86) and “I feel safe on campus during the day” (Item 1; Mean = 4.63). These are the only two items on the survey with which staff strongly agreed. The two lowest rated items in 2019 are “There was adequate communication throughout the entire merit raise process” (Item 22, Mean = 2.66) and “I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement” (Item 12; Mean = 2.68). In 2017, the item with the lowest rating was “I have a Conceal & Carry License,” which proved to be an aberrant item and was not on the survey in 2019.

Staff agreed that computer access is adequate, they are treated fairly by their immediate supervisor, they are satisfied with summer hours, taking time off when needed is not a problem, employees in their unit work cooperatively, and that they know how to locate university policies.

Staff members further agreed that they have the equipment and supplies to do their job, they feel safe on campus at night, they are comfortable discussing job-related concerns with their supervisor, that their supervisor allows flex scheduling, and that their unit practices sustainability activities. Staff members slightly agreed that the Staff Council represents their concerns to WKU Administration and that the air quality in their building is good.

Each of the five survey items related to President Caboni received overall ratings that reflected staff members are unsure about the issues. Staff members are unsure whether their department leader appropriately communicates President Caboni’s plans and vision (Item 33; Mean = 3.43), they are aware of President Caboni’s expectations that affect them and their department (Item 10; Mean = 3.37), that their division leader appropriately communicates President Caboni’s plans and vision (Item 34.; Mean = 3.35), that they understand the role of the President’s Cabinet (Item 16, Mean = 3.00), and that President Caboni demonstrates the value of the WKU staff by providing appropriate pay and compensation (Item 16; Mean = 2.97).

Other items for which staff members indicated that they were unsure included that if a situation occurred, they would be comfortable contacting the Omsbuds Officer; that their job description reflects what they really do; that they are satisfied with current WKU benefits; and that they are aware of the WKU Ethics and Compliance Hotline. In addition, staff members were unsure they

were comfortable discussing job-related concerns with their Divisional Leadership Team, that people in their area receive the recognition they should, and that in their area promotions and advancement are based on performance-related criteria.

Although still rated overall as unsure, the five items with the lowest ratings across all staff members were that there are enough employees in my section/department/office to handle the work; they have opportunities to advance their career at WKU; that given the responsibilities and performance expectations, they are paid fairly; that they are satisfied with Parking and Transportation in terms of pricing, availability, and enforcement; and that there was adequate communication throughout the entire merit raise process.

Table 3. 2019 Mean Ratings and Standard Deviations Across All Respondents Sorted by Mean Rating (N = 381 to 426)

Survey Item Number/Item Statement	Mean	SD
14. Christmas break is an important benefit for me	4.86	.47
1. I feel safe on campus during the daytime	4.63	.60
5. My computer access is adequate to obtain the information I need	4.38	.76
23. I am treated fairly by my immediate supervisor	4.32	.97
15. I am satisfied with the summer hours schedule	4.29	.93
25. Taking time off when I need to is NOT a problem in my area	4.27	.92
24. I am allowed time away from my job for taking classes or attending training opportunities per University policy	4.20	.93
32. Employees in my section/department/office work cooperatively with each other	4.13	.93
6. I know how to locate/access University policies	4.13	.82
4. I have the equipment and supplies to do my job well	4.07	.92
2. I feel safe on campus at night	3.96	.87
27. I am comfortable discussing my job-related concerns and issues with my supervisor	3.95	1.15
26. My supervisor allows Flex scheduling	3.91	1.06
31. My unit/department practices sustainability (environmentally friendly) activities	3.78	.92
35. Overall, I am satisfied working at WKU	3.74	.94
8. The Staff Council represents my concerns to the administration of WKU	3.59	.85
3. The air quality in my building/work environment is good	3.51	1.16

Survey Item Number/Item Statement	Mean	SD
33. My department leaders communicate President Caboni's plans and vision appropriately	3.43	1.09
29. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.43	1.17
10. I am aware of President Caboni's expectations that affect me and my department	3.37	1.08
7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer	3.35	1.03
18. My job description reflects what I really do	3.35	1.18
34. My division leaders communicate President Caboni's plans and vision appropriately	3.35	1.11
13. I am satisfied with the current benefits offered by WKU	3.33	1.14
9. I am aware that WKU has an Ethics and Compliance Hotline	3.18	1.24
28. I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team	3.17	1.26
19. People in my area receive recognition when they should	3.13	1.20
21. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends	3.05	1.24
11. I understand the role of the President's Cabinet	3.00	1.10
16. President Caboni demonstrates the value of the WKU staff by providing appropriate pay/compensation	2.97	1.14
30. There are enough employees in my section/department/office to handle the work	2.93	1.29
17. I have opportunities to advance in my career at WKU	2.87	1.18
20. Given the responsibilities and performance expectations of my job, I am paid fairly	2.80	1.20
12. I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement	2.68	1.24
22. There was adequate communication throughout the entire merit raise process	2.66	1.29

Differences Between 2019 and 2017 Ratings

Table 4 displays the overall means for survey items for 2019, 2017, 2011, 2009, and 2008, and includes a comparison of the mean ratings across all respondents for adjacent years. The means in Table 4 are reported in descending order by 2019 item mean. That is, the facet with which employees reported the strongest agreement in 2019 is listed first, followed by the facet with the second greatest agreement, and so on. Inspection of Table 4 indicates that the responses for 2019, 2017, 2011, 2009, and 2008, with few exceptions, were essentially equivalent.

In comparing responses from 2019 and 2017, there were 10 items for which there were statistically significant differences between the 2019 and 2017 mean ratings. These items are marked with an asterisk on the 2019 mean in Table 3. For three of these items, the 2019 mean ratings were lower (-) than the 2017 mean ratings. For the remaining seven items, the 2019 mean ratings were higher (+) than the 2017 mean ratings.

As mentioned in the introductory section of this report, statistically significant differences need to be interpreted with caution. With a large sample, as is the case with the 2019 Staff Satisfaction Survey, relatively small differences in means can be statistically significant but have no practical significance. Thus, it is important to review these results in terms of practical significance as well.

Of the 10 items with statistically significant differences between 2017 and 2019, six of the items received ratings that were in the same rating category (e.g., Unsure or Agree) in both 2019 and 2017. Thus, the differences on these six items, although statistically significant, are not consequential. These items dealt with safety, overall satisfaction, WKU's President, staffing, and parking and transportation/sustainability. Rather than emphasizing these statistical (but not practical) differences, it is best to monitor these differences to determine if more meaningful trends develop across years. These six items are listed below.

Items with Statistical but Not Practical Significance

- 2. I feel safe on campus at night. (+ Agree)
- 12. I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement. (- Unsure)
- 16. President [Caboni] demonstrates the value of the WKU staff by providing appropriate pay/compensation (+ Unsure)
(Note: President Caboni was not the subject of the 2017 survey.)
- 30. There are enough employees in my section/department/office to handle the work.
(- Unsure)
- 31. My unit/department practices sustainability (environmentally friendly) activities.
(+ Unsure)
- 35. Overall, I am satisfied working at WKU. (- Agree)

Four items demonstrated practical as well as statistically significant differences from 2017 to 2019. One of these items (Item 1), moved from agreement in 2017 to strong agreement in 2019. For the three remaining items (Items 3, 6, and 8) participants in 2017 indicated they were unsure; however, in 2019 participants indicated they agreed with the three items. The four items are listed below.

Items with Both Statistical and Practical Significance

1. I feel safe on campus during the daytime (+ Strongly Agree)
3. The air quality in my building/work environment is good (+ Agree)
6. I know how to locate/access University policies (+ Agree)
8. The Staff Council represents my concerns to the administration of WKU (+ Agree)

Table 4. 2019, 2017, 2011, 2009, and 2008 Mean Ratings and Standard Deviations Across All Respondents

Item Number/Item Statement	2019 <i>N</i> = 381-426		2017 <i>N</i> = 544		2011 <i>N</i> = 477		2009 <i>N</i> = 499		2008 <i>N</i> = 508	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
14. Christmas break is an important benefit for me	4.86	.47	4.86	0.42	NA	NA	NA	NA	NA	NA
1. I feel safe on campus during the daytime	4.63*	.60	4.40	0.58	NA	NA	NA	NA	NA	NA
5. My computer access is adequate to obtain the information I need	4.38	.76	4.29*	0.72	4.43	0.71	4.41	0.68	4.34	0.74
23. I am treated fairly by my immediate supervisor	4.32	.97	4.29	0.91	4.23	1.02	4.25	0.96	4.15	1.02
15. I am satisfied with the summer hours schedule	4.29	.93	4.35	0.86	NA	NA	NA	NA	NA	NA
25. Taking time off when I need to is NOT a problem in my area	4.27	.92	4.24	0.93	4.29*	0.85	4.15	0.93	4.05	0.99
24. I am allowed time away from my job for taking classes or attending training opportunities per University policy	4.20	.93	4.30	0.83	4.37	0.84	4.37	0.84	4.28	0.88
32. Employees in my section/department/office work cooperatively with each other	4.13	.93	4.02	0.91	4.01	1.01	3.95	1.02	3.86	1.04
6. I know how to locate/access University policies	4.13*	.82	3.47*	1.01	3.62*	0.98	3.71	0.95	3.70	0.91
4. I have the equipment and supplies to do my job well	4.07	.92	4.02*	0.93	4.21	0.82	4.15	0.84	4.04	0.93
2. I feel safe on campus at night	3.96*	.87	3.72	0.86	NA	NA	NA	NA	NA	NA
27. I am comfortable discussing my job-related concerns and issues with my supervisor	3.95	1.15	4.05	1.06	3.98	1.16	4.11*	1.09	3.91*	1.16
26. My supervisor allows Flex scheduling	3.91	1.06	3.94	1.03	NA	NA	NA	NA	NA	NA
31. My unit/department practices sustainability (environmentally friendly) activities	3.78*	.92	3.66*	0.88	3.86	0.89	NA	NA	NA	NA
35. Overall, I am satisfied working at WKU	3.74*	.94	4.07*	0.77	4.20	0.79	4.22	0.74	4.16	0.79
8. The Staff Council represents my concerns to the administration of WKU	3.59*	.85	3.44	0.85	3.51	0.92	NA	NA	NA	NA

Table 4. 2019, 2017, 2011, 2009, and 2008 Mean Ratings and Standard Deviations Across All Respondents

Item Number/Item Statement	2019 <i>N</i> = 381-426		2017 <i>N</i> = 544		2011 <i>N</i> = 477		2009 <i>N</i> = 499		2008 <i>N</i> = 508	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
16. President [Caboni] demonstrates the value of the WKU staff by providing appropriate pay/compensation	2.97*	1.14	2.63	1.22	NA	NA	NA	NA	NA	NA
30. There are enough employees in my section/department/office to handle the work	2.93*	1.29	3.25*	1.34	3.54*	1.2	3.33	1.27	3.24	1.29
17. I have opportunities to advance in my career at WKU	2.87	1.18	2.91*	1.12	3.42	1.1	3.43	1.18	3.37	1.16
20. Given the responsibilities and performance expectations of my job, I am paid fairly	2.80	1.20	2.73*	1.20	3.11	1.27	3.14	1.27	3.08	1.19
12. I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement	2.68*	1.24	2.91	1.16	2.90*	1.17	2.57*	1.23	3.03*	1.2
22. There was adequate communication throughout the entire merit raise process	2.66	1.29	NA	NA	NA	NA	NA	NA	NA	NA

**t*-test indicates the mean is significantly different from the mean for this item the previous year ($p < .01$)

Table 4. 2019, 2017, 2011, 2009, and 2008 Mean Ratings and Standard Deviations Across All Respondents

Item Number/Item Statement	2019 (N=426)		2017 (N=544)		2011 (N=477)		2009 (N=499)		2008 (N=508)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
No longer on survey: Christmas break and the summer hours schedule is an important benefit for me	NA	NA	4.81	0.50	NA	NA	NA	NA	NA	NA
No longer on survey: WKU provides a safe campus	NA	NA	4.10	0.63	4.13*	0.64	3.39*	1.11	3.94	0.78
No longer on survey: My annual raise should reflect my latest performance appraisal	NA	NA	4.10	0.86	4.13	0.92	NA	NA	NA	NA
No longer on survey: Staff should be off during Spring and Fall Break	NA	NA	3.93	1.18	NA	NA	NA	NA	NA	NA
No longer on survey: I am aware of the Smoking Policy for WKU	NA	NA	3.88	0.79	NA	NA	NA	NA	NA	NA
No longer on survey: I am satisfied with our Vision Insurance	NA	NA	3.56	1.00	NA	NA	NA	NA	NA	NA
No longer on survey: I am satisfied with our Dental Insurance	NA	NA	3.52	1.03	NA	NA	NA	NA	NA	NA
No longer on survey: The performance appraisal process is fair	NA	NA	3.43*	1.03	3.57*	1.01	3.70*	1.04	3.51*	1.12
No longer on survey: I am satisfied with the Health/Wellness Tier Options	NA	NA	3.42	1.15	NA	NA	NA	NA	NA	NA
No longer on survey: I know the Conceal & Carry Policy for WKU	NA	NA	3.20	1.11	NA	NA	NA	NA	NA	NA
No longer on survey: I am satisfied with our Health Insurance	NA	NA	3.09	1.19	NA	NA	NA	NA	NA	NA
No longer on survey: I have had adequate campus safety training including active shooter training	NA	NA	3.04	1.26	NA	NA	NA	NA	NA	NA
No longer on survey: I believe the WKU Smoking Policy is effective	NA	NA	2.96	1.16	NA	NA	NA	NA	NA	NA
No longer on survey: I have a Conceal & Carry License	NA	NA	2.47	1.48	NA	NA	NA	NA	NA	NA

**t*-test indicates the mean marked is significantly different from the mean for this item the previous year ($p < .01$)

Results by Employment Category

Table 5 reports the mean ratings and standard deviations broken down by Employment Category for the 34 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 5 are reported in descending order for full-time employees (sample size for ratings on a single item ranged from 399 to 445).

As seen in Table 5, there is a great degree of consistency between full-time and part-time employees in the extent to which they agreed with each survey item assessing facets of job satisfaction and overall satisfaction. However, inspection of Table 5 indicates that there was one item (Item 23 “I am treated fairly by my immediate supervisor”) for which there was a significant difference between employment categories; full-time employees agreed that they are treated fairly by their immediate supervisors, whereas part-time employees strongly agreed that they are treated fairly by their immediate supervisors.

Table 5. Mean Ratings and Standard Deviations by Employment Category

Item Number/Item Statement	Full-time <i>N</i> = 381-426		Part-time <i>N</i> = 14-19	
	Mean	SD	Mean	SD
14. Christmas break is an important benefit for me	4.86	.47	4.76	.44
1. I feel safe on campus during the daytime	4.63	.60	4.84	.38
5. My computer access is adequate to obtain the information I need	4.38	.76	4.47	.61
23. * I am treated fairly by my immediate supervisor	4.32	.97	4.79	.54
15. I am satisfied with the summer hours schedule	4.29	.93	4.33	.59
25. Taking time off when I need to is NOT a problem in my area	4.27	.92	4.32	1.00
24. I am allowed time away from job for taking classes or attending training opportunities per University policy	4.20	.93	4.38	.72
6. I know how to locate/access University policies	4.13	.82	4.00	.75
32. Employees in my section/department/office work cooperatively with each other	4.13	.93	4.00	.94
4. I have the equipment and supplies to do my job well	4.07	.92	4.32	.67
2. I feel safe on campus at night	3.96	.87	4.00	.82
27. I am comfortable discussing my job-related concerns and issues with my supervisor	3.95	1.15	4.47	.70

Item Number/Item Statement	Full-time N = 381-426		Part-time N = 14-19	
	Mean	SD	Mean	SD
31. My unit/department practices sustainability (environmental friendly) activities	3.78	.92	4.05	.97
35. Overall, I am satisfied working at WKU	3.74	.94	3.89	1.05
8. The Staff Council represents my concerns to the administration of WKU	3.59	.85	3.56	.86
3. The air quality in my building/work environment is good	3.51	1.16	3.84	.96
29. My supervisor (or you, if you are a supervisor) has received adequate supervisory training	3.43	1.17	4.11	1.02
33. My department leaders communicate President Caboni's plans and vision appropriately	3.43	1.09	3.84	.76
10. I am aware of President Caboni's expectations that affect me and my department	3.37	1.08	3.63	1.07
7. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer	3.35	1.03	3.42	1.39
18. My job description reflects what I really do	3.35	1.18	3.53	.96
34. My division leaders communicate President Caboni's plans and vision appropriately	3.35	1.11	3.78	.88
13. I am satisfied with the current benefits offered by WKU	3.33	1.14	3.14	1.23
9. I am aware that WKU has an Ethics and Compliance Hotline	3.18	1.24	3.26	1.10
28. I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team	3.17	1.26	3.50	1.20
19. People in my area receive recognition when they should	3.13	1.20	3.37	1.21
21. In my area, promotions and advancements are based on objective, performance related criteria rather than on a subjective basis, such as having the "right" friends	3.05	1.24	3.47	1.01
11. I understand the role of the President's Cabinet	3.00	1.10	3.16	1.26
16. President Caboni demonstrates the value of the WKU staff by providing appropriate pay/compensation	2.97	1.14	3.32	.95
30. There are enough employees in my section/department/office to handle the work	2.93	1.29	3.11	1.24
17. I have opportunities to advance in my career at WKU	2.87	1.18	2.89	1.24
20. Given the responsibilities and performance expectations of my job, I am paid fairly	2.80	1.20	3.37	.90
12. I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement	2.68	1.24	3.00	1.33
22. There was adequate communication throughout the entire merit raise process	2.66	1.29	2.94	1.35

* Independent-samples *t*-test indicates significant differences between the means by employment category ($p < .01$).

Results by Years of Employment

Table 6 reports the mean ratings and standard deviations broken down by Years of Employment for the 34 items measuring facet satisfaction and the overall job satisfaction item (sample size for a given item ranged from 379 to 424). The means in Table 6 are reported in the order in which the items appeared on the survey instrument. Largely, there is consistency across staff members by years of employment in the extent to which they agreed with each facet of job satisfaction. However, there were two items for which there was a statistically significant difference among the group means. The items are presented below.

3. Employees with 1 to 5 years of experience agreed that the air quality in their building/work environment was good. All other groups were unsure.

17. Employees with 16-20 years of employment disagreed that they have opportunities to advance in their career at WKU. All other employees were unsure if they have career advancement opportunities.

Table 6. Mean Ratings and Standard Deviations by Years of Employment

Item Number/Item Statement	< 1 <i>N</i> = 13-15	1-5 <i>N</i> = 111-123	6-10 <i>N</i> = 90-99	11-15 <i>N</i> = 78-85	16-20 <i>N</i> = 50-56	> 21 <i>N</i> = 35-46
1. I feel safe on campus during the daytime	4.64 (.84)	4.78 (.48)	4.62 (.60)	4.55 (.68)	4.46 (.57)	4.61 (.65)
2. I feel safe on campus at night	3.77 (.93)	4.00 (.80)	3.88 (.90)	4.06 (.88)	3.86 (.93)	4.00 (.88)
3. *The air quality in my building/work environment is good	3.64 (.93)	3.83 (1.06)	3.49 (1.18)	3.36 (1.16)	3.07 (1.21)	3.42 (1.14)
4. I have the equipment and supplies to do my job well	3.93 (1.16)	4.26 (.75)	3.88 (1.07)	4.15 (.92)	4.04 (.79)	4.00 (.93)
5. My computer access is adequate to obtain the information I need	4.07 (1.33)	4.49 (.64)	4.42 (.67)	4.33 (.78)	4.36 (.68)	4.16 (.96)
6. I know how to locate/access University policies	3.64 (1.22)	4.12 (.80)	4.16 (.82)	4.32 (.58)	3.93 (.99)	4.13 (.86)
7. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer	3.14 (.77)	3.36 (.92)	3.30 (1.09)	3.46 (1.07)	3.13 (1.10)	3.62 (1.01)
8. The Staff Council represents my concerns to the administration of WKU	3.57 (.85)	3.59 (.81)	3.56 (.80)	3.64 (.87)	3.45 (.96)	3.83 (.85)
9. I am aware that WKU has an Ethics and Compliance Hotline	2.73 (.96)	2.98 (1.29)	3.34 (1.20)	3.32 (1.24)	3.15 (1.24)	3.35 (1.23)
10. I am aware of President Caboni's expectations that affect me and my department	3.33 (1.18)	3.45 (1.05)	3.36 (1.08)	3.29 (1.18)	3.30 (1.06)	3.43 (.98)
11. I understand the role of the President's Cabinet	2.93 (1.03)	2.94 (1.08)	3.02 (1.17)	3.08 (1.16)	2.80 (.96)	3.20 (1.09)
12. I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement	3.07 (1.10)	2.58 (1.24)	2.67 (1.29)	2.59 (1.23)	2.80 (1.19)	2.96 (1.26)
13. I am satisfied with the current benefits offered by WKU	3.67 (1.05)	3.52 (1.12)	3.08 (1.15)	3.22 (1.20)	3.23 (1.08)	3.58 (1.03)
14. Christmas break is an important benefit for me	4.71 (.61)	4.86 (.57)	4.88 (.41)	4.89 (.41)	4.84 (.50)	4.84 (.37)
15. I am satisfied with the summer hours schedule	3.57 (1.16)	4.43 (.78)	4.17 (1.07)	4.40 (.80)	4.24 (.88)	4.26 (1.06)

Item Number/Item Statement	< 1 N = 13-15	1-5 N = 111-123	6-10 N = 90-99	11-15 N = 78-85	16-20 N = 50-56	> 21 N = 35-46
16. President Caboni demonstrates the value of the WKU staff by providing appropriate pay/compensation	3.27 (1.10)	3.09 (1.15)	2.89 (1.12)	2.81 (1.05)	2.89 (1.23)	3.20 (1.16)
17. *I have opportunities to advance in my career at WKU	3.47 (1.36)	3.09 (1.19)	2.96 (1.14)	2.76 (1.08)	2.46 (1.11)	2.63 (1.22)
18. My job description reflects what I really do	3.53 (1.55)	3.55 (1.13)	3.31 (1.08)	3.18 (1.26)	3.21 (1.14)	3.35 (1.23)
19. People in my area receive recognition when they should	2.93 (1.39)	3.32 (1.19)	3.06 (1.19)	3.01 (1.20)	2.96 (1.14)	3.18 (1.28)
20. Given the responsibilities and performance expectations of my job, I am paid fairly	3.40 (1.06)	2.92 (1.20)	2.62 (1.08)	2.76 (1.23)	2.80 (1.26)	2.80 (1.34)
21. In my area, promotions and advancements are based on objective, performance related criteria rather than on a subjective basis, such as having the "right" friends	3.14 (1.03)	3.33 (1.16)	3.07 (1.28)	2.84 (1.22)	2.96 (1.19)	2.73 (1.40)
22. There was adequate communication throughout the entire merit raise process	3.00 (1.13)	2.83 (1.35)	2.60 (1.23)	2.59 (1.29)	2.54 (1.32)	2.54 (1.21)
23. I am treated fairly by my immediate supervisor	4.53 (.92)	4.49 (.84)	4.36 (.97)	4.26 (1.08)	4.02 (1.05)	4.30 (.92)
24. I am allowed time away from job for taking classes or attending training opportunities per University policy	4.15 (.69)	4.31 (.90)	4.31 (.87)	4.09 (.93)	3.85 (1.09)	4.34 (.85)
25. Taking time off when I need to is NOT a problem in my area	3.93 (.96)	4.30 (1.01)	4.33 (.96)	4.21 (.80)	4.09 (1.00)	4.50 (.66)
26. My supervisor allows Flex scheduling	3.43 (1.09)	4.00 (1.03)	4.00 (1.09)	3.77 (1.15)	3.80 (.88)	3.98 (1.06)
27. I am comfortable discussing my job-related concerns and issues with my supervisor	3.80 (1.26)	4.10 (1.03)	4.05 (1.11)	3.92 (1.19)	3.51 (1.30)	4.02 (1.12)
28. I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team	3.50 (.94)	3.20 (1.28)	3.26 (1.28)	3.18 (1.25)	2.92 (1.29)	3.06 (1.26)
29. My supervisor (or you, if you are a supervisor) has received adequate supervisory training	3.53 (1.06)	3.63 (1.18)	3.36 (1.18)	3.27 (1.15)	3.29 (1.12)	3.49 (1.20)
30. There are enough employees in my section/department/office to handle the work	3.60 (1.06)	3.16 (1.29)	2.93 (1.25)	2.69 (1.35)	2.68 (1.24)	2.96 (1.22)
31. My unit/department practices sustainability (environmental friendly) activities	3.93 (.96)	3.69 (1.09)	3.76 (.94)	3.87 (.72)	3.87 (.72)	3.72 (.96)
32. Employees in my section/department/office work cooperatively with each other	4.00 (1.20)	4.12 (.95)	4.20 (.89)	4.12 (.93)	4.04 (.90)	4.20 (.95)
33. My department leaders communicate President Caboni's plans and vision appropriately	3.67 (.90)	3.60 (1.04)	3.52 (1.04)	3.21 (1.13)	3.27 (1.18)	3.35 (1.11)
34. My division leaders communicate President Caboni's plans and vision appropriately	3.60 (.91)	3.50 (1.10)	3.40 (1.09)	3.25 (1.16)	3.02 (1.13)	3.32 (1.13)
35. Overall, I am satisfied working at WKU	4.07 (.80)	3.89 (.88)	3.67 (.80)	3.62 (1.01)	3.59 (1.11)	3.83 (.97)

*Analysis of variance indicates significant differences among the means by salary group ($p < .01$)

Results by Salary Range

Table 7 reports the mean ratings and standard deviations broken down by salary range for the 34 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 7 are reported in the order in which the items appeared on the survey instrument (sample size for a given item ranged from 377 to 422). Only one full-time employee reported making \$15,000 or less; as such this salary range is not included in this results section. There is a great deal of consistency across staff members by salary range in the extent to which they agreed with each facet of job satisfaction. However, there were two items on which there were statistically significant differences in mean ratings as a function of salary range.

2. Staff members making \$100,001 or more and staff members making \$25,000 or less were unsure as to whether they feel safe on campus at night. Staff members making between \$25,001 and \$100,000 agreed that they felt safe on campus after dark.

30. Staff members making between \$15,001 and \$100,000 were unsure if there are enough employees in their section/department/office to handle the work. Staff members making \$100,001 and more agreed that there are enough employees in their section/department/office to handle the work.

Table 7. Mean Ratings (Standard Deviations) by Salary Range

Item Number/Item Statement	15-25k N=7-11	25-35k N=114-133	35-50k N=153-169	50 -75k N=75-84	75-100k N=19-21	> 100k N=0-3
1. I feel safe on campus during the daytime	4.82 (.40)	4.56 (.69)	4.63 (.57)	4.63 (.58)	4.90 (.30)	5.00 (.00)
2. *I feel safe on campus at night	3.40 (1.26)	3.75 (.96)	4.05 (.73)	4.07 (.82)	4.19 (.93)	3.50 (2.12)
3. The air quality in my building/work environment is good	3.55 (1.44)	3.42 (1.07)	3.38 (1.23)	3.70 (1.15)	4.05 (.80)	4.67 (.58)
4. I have the equipment and supplies to do my job well	4.00 (1.10)	4.17 (.84)	3.96 (.97)	4.08 (.91)	4.29 (.78)	4.67 (.58)
5. My computer access is adequate to obtain the information I need	4.30 (1.25)	4.41 (.76)	4.32 (.77)	4.35 (.69)	4.71 (.46)	4.67 (.58)
6. I know how to locate/access University policies	3.90 (.88)	4.10 (.91)	4.02 (.84)	4.27 (.63)	4.57 (.60)	4.67 (.58)
7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer	3.10 (1.20)	3.40 (1.01)	3.25 (1.04)	3.42 (1.01)	3.85 (.93)	3.67 (1.15)
8. The Staff Council represents my concerns to the administration of WKU	3.45 (.69)	3.55 (.93)	3.60 (.82)	3.68 (.81)	3.60 (.82)	3.67 (1.15)
9. I am aware that WKU has an Ethics and Compliance Hotline	3.09 (1.38)	3.20 (1.17)	3.09 (1.27)	3.36 (1.23)	3.29 (1.45)	2.67 (1.53)
10. I am aware of President Caboni's expectations that affect me and my department	3.73 (.79)	3.48 (1.04)	3.30 (1.11)	3.31 (1.09)	3.43 (1.29)	3.33 (.58)
11. I understand the role of the President's Cabinet	3.20 (1.23)	2.95 (1.09)	2.92 (1.10)	3.12 (1.09)	3.10 (1.22)	3.67 (1.53)
12. I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement	2.55 (1.44)	2.52 (1.19)	2.66 (1.26)	2.79 (1.20)	3.57 (1.21)	2.67 (1.53)
13. I am satisfied with the current benefits offered by WKU	4.00 (1.34)	3.44 (1.06)	3.27 (1.12)	3.15 (1.24)	3.48 (1.17)	3.00 (1.41)

Item Number/Item Statement	15-25k N=7-11	25-35k N=114-133	35-50k N=153-169	50-75k N=75-84	75-100k N=19-21	> 100k N=0-3
14. Christmas break is an important benefit for me	4.91 (.30)	4.86 (.54)	4.87 (.43)	4.84 (.48)	4.79 (.54)	5.00 (.00)
15. I am satisfied with the summer hours schedule	4.14 (1.46)	4.18 (.96)	4.35 (.92)	4.34 (.87)	4.30 (.86)	4.67 (.58)
16. President Caboni demonstrates the value of WKU staff by providing appropriate pay/compensation	3.64 (1.12)	3.02 (1.15)	2.83 (1.12)	3.06 (1.16)	3.24 (1.14)	2.67 (.58)
17. I have opportunities to advance in my career at WKU	2.90 (1.20)	3.05 (1.21)	2.82 (1.17)	2.80 (1.09)	2.75 (1.25)	1.33 (.58)
18. My job description reflects what I really do	3.09 (1.70)	3.26 (1.21)	3.36 (1.13)	3.46 (1.17)	3.62 (1.20)	3.33 (.58)
19. People in my area receive recognition when they should	2.82 (1.66)	3.07 (1.17)	3.09 (1.23)	3.23 (1.15)	3.48 (1.25)	2.67 (.58)
20. Given my responsibilities and performance expectations of my job, I am paid fairly	2.73 (1.35)	2.73 (1.14)	2.72 (1.20)	2.90 (1.17)	3.52 (1.40)	3.33 (2.08)
21. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective bias, such having the "right" friends	2.91 (1.30)	3.11 (1.21)	2.93 (1.23)	3.18 (1.30)	3.40 (1.27)	2.67 (.58)
22. There was adequate communication throughout the entire merit raise process	2.36 (1.43)	2.79 (1.27)	2.63 (1.33)	2.57 (1.17)	2.86 (1.42)	1.33 (.58)
23. I am treated fairly by my immediate supervisor	4.27 (.90)	4.39 (.98)	4.36 (.95)	4.29 (.95)	4.20 (1.01)	3.67 (1.53)
24. I am allowed time away from my job for taking classes or attending training opportunities per University policy	3.60 (1.65)	4.27 (.95)	4.16 (.95)	4.29 (.71)	4.20 (.77)	3.00 (1.41)
25. Taking time off when I need to is NOT a problem in my area	4.36 (.92)	4.25 (.87)	4.20 (1.00)	4.38 (.89)	4.52 (.60)	4.33 (.58)
26. My supervisor allows Flex scheduling	3.78 (.97)	3.67 (1.18)	4.07 (1.01)	3.95 (.97)	4.00 (.86)	4.00 (1.00)
27. I am comfortable discussing my job-related concerns and issues with my supervisor	4.09 (1.14)	3.85 (1.25)	4.01 (1.16)	4.05 (.97)	3.86 (1.06)	3.67 (1.53)
28. I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team	2.90 (1.45)	3.15 (1.22)	3.05 (1.34)	3.38 (1.12)	3.53 (1.22)	**NA
29. My supervisor (or you, if you are a supervisor) has received adequate supervisory training	3.60 (1.35)	3.55 (1.13)	3.51 (1.17)	3.17 (1.17)	3.14 (1.28)	3.00 (1.00)
30. *There are enough employees in my section/department/office to handle the work	3.20 (1.23)	3.30 (1.21)	2.74 (1.31)	2.77 (1.30)	2.62 (1.12)	4.00 (.00)
31. My unit/department practices sustainability (environmentally friendly) activities	3.60 (1.07)	3.95 (.92)	3.67 (.96)	3.73 (.86)	3.81 (.81)	4.00 (.00)
32. Employees in my section/department/office work cooperatively with each other	3.33 (1.41)	4.11 (.91)	4.19 (.91)	4.10 (1.01)	4.43 (.51)	4.33 (.58)
33. My department leaders communicate President Caboni's plans and vision appropriately	3.10 (1.37)	3.51 (1.01)	3.49 (1.14)	3.25 (1.11)	3.43 (.98)	3.00 (1.00)
34. My division leaders communicate President Caboni's plans and vision appropriately	3.22 (.97)	3.43 (.98)	3.36 (1.22)	3.17 (1.17)	3.33 (1.06)	3.50 (.71)
35. Overall, I am satisfied working at	3.73 (1.35)	3.79 (.96)	3.72 (.93)	3.70 (.80)	3.86 (1.06)	3.33 (1.15)

*Analysis of variance indicates significant differences among the means by salary group ($p < .01$)

Results by Division

Table 8 reports the mean ratings and standard deviations broken down by Division for the 34 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 8 are reported in the order in which the items appeared on the survey instrument (sample size for a given item ranged from 361 to 399).

As seen in Table 8, there is a great deal of consistency across Divisions in their level of agreement with the survey items. Statistically significant differences between Divisions were found for four survey items. These differences are described below.

9. Finance and Administration staff, Philanthropy and Alumni Engagement staff, and Other Division staff agreed that they are aware that WKU has an Ethics and Compliance Hotline. The remaining divisions were unsure if they are aware that WKU has an Ethics and Compliance Hotline.

10. Enrollment and Student Experience staff, Athletics staff, and Other Division staff agreed that they are aware of President Caboni's expectations that affect them and their department. The remaining divisions were unsure about President Caboni's expectations that affect them and their department.

18. Public Affairs staff, Finance and Administration staff, Philanthropy and Alumni Engagement staff, and Other Division staff agreed that their job description reflects what they really do. Employees in the remaining divisions were unsure if their job description reflects what they really do.

34. Philanthropy and Alumni Engagement staff, Enrollment and Student Experience staff, Athletics staff, and Other Division staff agreed that their division leaders communicate President Caboni's plans and vision appropriately, and the other divisions were unsure.

Table 8. Means and Standard Deviations by Division

Item Number/Item Statement	Academic Affairs N = 151-175	Public Affairs N = 17-19	Finance and Admin N = 60-72	Philanthropy and Alumni Engagement N = 8-9	Facilities N = 14-17	Enrollment and Student Experience N = 80-87	Athletics N = 6	Other N = 10-14
1. I feel safe on campus during the daytime	4.55 (.69)	4.74 (.45)	4.75 (.53)	4.78 (.44)	4.47 (.62)	4.67 (.50)	4.33 (1.21)	4.85 (.38)
2. I feel safe on campus at night	3.84 (.89)	4.28 (.57)	4.14 (.79)	3.50 (.76)	4.06 (.77)	3.91 (.96)	3.83 (1.17)	4.15 (.80)
3. The air quality in my building/work environment is good	3.42 (1.15)	3.11 (1.08)	3.63 (1.12)	3.56 (.73)	3.82 (1.29)	3.44 (1.23)	3.83 (.75)	4.00 (.82)
4. I have the equipment and supplies to do my job well	4.01 (.94)	4.05 (.91)	4.32 (.71)	4.00 (.87)	4.00 (1.06)	4.03 (.98)	3.67 (.82)	4.14 (.77)

Item Number/Item Statement	Academic Affairs N = 151-175	Public Affairs N = 17-19	Finance and Admin N = 60-72	Philanthropy and Alumni Engagement N = 8-9	Facilities N = 14-17	Enrollment and Student Experience N = 80-87	Athletics N = 6	Other N = 10-14
5. My computer access is adequate to obtain the information I need	4.31 (.83)	4.21 (.98)	4.62 (.49)	4.44 (.53)	4.31 (.60)	4.40 (.67)	3.83 (1.17)	4.21 (1.12)
6. I know how to locate/access University policies	4.11 (.82)	4.21 (.71)	4.32 (.67)	4.00 (.87)	4.06 (1.03)	4.03 (.87)	3.83 (.98)	4.21 (1.19)
7. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer	3.30 (1.10)	3.58 (.96)	3.45 (1.04)	3.44 (.53)	3.64 (.93)	3.30 (.91)	3.00 (.63)	3.77 (.83)
8. The Staff Council represents my concerns to the administration of WKU	3.54 (.88)	3.74 (.73)	3.90 (.76)	3.56 (.73)	3.47 (.87)	3.44 (.81)	3.17 (.98)	3.92 (.90)
9. *I am aware that WKU has an Ethics and Compliance Hotline	3.15 (1.23)	3.32 (1.00)	3.54 (1.14)	3.78 (.83)	3.53 (1.23)	2.80 (1.30)	2.67 (1.21)	3.71 (1.33)
10. *I am aware of President Caboni's expectations that affect me and my department	3.16 (1.06)	3.32 (1.25)	3.45 (.91)	3.33 (1.00)	3.29 (.85)	3.64 (1.08)	4.17 (1.17)	3.86 (1.35)
11. I understand the role of the President's Cabinet	2.88 (1.06)	3.16 (1.26)	3.13 (1.00)	3.11 (1.17)	3.19 (.83)	2.91 (1.17)	3.67 (1.21)	3.29 (1.44)
12. I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement	2.64 (1.18)	3.11 (1.15)	2.66 (1.32)	2.56 (1.42)	2.35 (1.50)	2.74 (1.28)	3.33 (1.03)	2.64 (1.34)
13. I am satisfied with the current benefits offered by WKU	3.31 (1.11)	3.58 (.96)	3.49 (1.13)	3.44 (1.13)	3.00 (1.00)	3.34 (1.17)	3.00 (.89)	3.50 (1.09)
14. Christmas break is an important benefit for me	4.88 (.45)	4.65 (1.00)	4.87 (.44)	5.00 (.00)	4.75 (.58)	4.93 (.25)	4.33 (.82)	4.71 (.83)
15. I am satisfied with the summer hours schedule	4.21 (1.03)	4.12 (1.27)	4.52 (.61)	4.33 (1.00)	4.25 (.86)	4.26 (.92)	4.17 (.75)	4.33 (.89)
16. President Caboni demonstrates the value of the WKU staff by providing appropriate pay/compensation	2.89 (1.10)	3.47 (1.02)	2.99 (1.20)	2.67 (1.12)	2.94 (.97)	2.89 (1.18)	3.00 (.63)	3.57 (1.40)

Item Number/Item Statement	Academic Affairs N = 151-175	Public Affairs N = 17-19	Finance and Admin N = 60-72	Philanthropy and Alumni Engagement N = 8-9	Facilities N = 14-17	Enrollment and Student Experience N = 80-87	Athletics N = 6	Other N = 10-14
17. I have opportunities to advance in my career at WKU	2.72 (1.13)	2.84 (1.12)	3.04 (1.18)	2.22 (.67)	3.00 (1.12)	3.11 (1.18)	2.67 (1.03)	3.14 (1.41)
18. *My job description reflects what I really do	3.07 (1.24)	3.68 (.75)	3.70 (.92)	3.89 (.33)	3.41 (1.06)	3.38 (1.24)	3.17 (.98)	3.93 (1.07)
19. People in my area receive recognition when they should	2.92 (1.19)	3.37 (.96)	3.54 (1.01)	3.33 (.87)	3.00 (.87)	3.08 (1.33)	3.17 (1.17)	3.64 (1.39)
20. Given the responsibilities and performance expectations of my job, I am paid fairly	2.75 (1.23)	3.47 (.77)	2.85 (1.18)	2.56 (1.24)	3.06 (.90)	2.64 (1.23)	2.50 (1.05)	3.21 (1.19)
21. In my area, promotions and advancements are based on objective, performance related criteria rather than on a subjective basis, such as having the "right" friends	2.92 (1.26)	3.17 (1.15)	3.24 (1.17)	3.00 (.71)	2.88 (1.11)	3.02 (1.33)	2.83 (.98)	4.17 (.83)
22. There was adequate communication throughout the entire merit raise process	2.55 (1.29)	2.63 (1.30)	2.86 (1.20)	2.33 (1.41)	2.76 (1.03)	2.59 (1.33)	3.50 (1.05)	3.21 (1.48)
23. I am treated fairly by my immediate supervisor	4.25 (.99)	4.44 (.51)	4.66 (.63)	4.00 (1.12)	4.00 (1.22)	4.33 (1.09)	4.00 (.63)	4.79 (.43)
24. I am allowed time away from job for taking classes or attending training opportunities per University policy	4.12 (1.03)	4.11 (.58)	4.32 (.81)	4.22 (.67)	4.00 (.89)	4.29 (.94)	4.33 (.52)	4.46 (.78)
25. Taking time off when I need to is NOT a problem in my area	4.16 (1.01)	4.68 (.48)	4.56 (.65)	4.44 (.53)	4.35 (.49)	4.22 (1.02)	4.17 (1.17)	4.50 (.76)
26. My supervisor allows Flex scheduling	3.81 (1.10)	4.00 (.87)	4.14 (.95)	3.56 (1.01)	3.44 (1.36)	3.91 (1.14)	4.17 (.75)	4.38 (.65)

Item Number/Item Statement	Academic Affairs N = 151-175	Public Affairs N = 17-19	Finance and Admin N = 60-72	Philanthropy and Alumni Engagement N = 8-9	Facilities N = 14-17	Enrollment and Student Experience N = 80-87	Athletics N = 6	Other N = 10-14
27. I am comfortable discussing my job-related concerns and issues with my supervisor	3.81 (1.16)	3.78 (1.00)	4.39 (.80)	3.67 (1.32)	3.65 (1.17)	4.02 (1.29)	3.83 (.75)	4.29 (.91)
28. I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team	3.05 (1.24)	2.78 (1.31)	3.49 (1.26)	3.38 (1.30)	3.13 (.96)	3.08 (1.33)	3.00 (.63)	3.90 (1.10)
29. My supervisor (or you, if you are a supervisor) has received adequate supervisory training	3.36 (1.13)	3.00 (1.00)	3.58 (1.06)	3.33 (1.12)	3.75 (.86)	3.52 (1.31)	3.50 (1.05)	3.93 (1.21)
30. There are enough employees in my section/department/office to handle the work	2.92 (1.26)	3.32 (1.20)	3.01 (1.30)	2.78 (.97)	2.65 (1.27)	3.05 (1.38)	3.00 (1.10)	2.71 (1.44)
31. My unit/department practices sustainability (environmental friendly) activities	3.65 (1.01)	3.95 (.62)	3.93 (.83)	4.00 (.53)	3.82 (.88)	3.92 (.89)	3.67 (1.03)	3.71 (.61)
32. Employees in my section/department/office work cooperatively with each other	3.95 (1.02)	4.37 (.50)	4.44 (.71)	3.89 (.78)	3.94 (1.03)	4.24 (.93)	4.17 (.41)	4.29 (.61)
33. My department leaders communicate President Caboni's plans and vision appropriately	3.33 (1.04)	3.21 (1.08)	3.56 (.97)	3.67 (.87)	3.06 (1.00)	3.57 (1.21)	3.83 (.41)	4.14 (.86)
34. *My division leaders communicate President Caboni's plans and vision appropriately	3.20 (1.05)	3.00 (1.11)	3.39 (1.04)	3.88 (.64)	2.88 (1.09)	3.58 (1.17)	4.17 (.41)	4.23 (.83)
35. Overall, I am satisfied working at WKU	3.66 (.93)	4.00 (.82)	3.86 (.88)	3.67 (.71)	3.76 (.75)	3.66 (1.08)	3.67 (.52)	4.29 (.61)

* $p < .01$

Top Issues or Concerns

The Staff Satisfaction Survey instrument included three open-ended items that requested respondents to list their top issue or concern. In 2019, 239 respondents expressed 577 concerns; 219 respondents did not express a top concern. The 2019 comments were subjected to a Q-sort to group the comments into meaningful categories. The number of comments in each of 17 categories is listed in Table 9. The complete listing of identified concerns (grouped into these categories) may be found in the Appendix. As seen in the Appendix, most comments are negative in nature.

Table 9. Categories of Top Issues and Number of Responses Per Category

Category	Number of Comments						
	2019	2017	2011	2009	2008	2007	2006
No Additional Comments	219	313	331	289	252	363	386
Miscellaneous Issues	11	44	32	32	32	22	30
Comments about Faculty and Students	14	NA	NA	NA	NA	NA	NA
Compensation and Benefits	209 (36%)	222 (51%)	86 (46%)	143 (49%)	94 (35%)	105 (47%)	174 (51%)
Pay/Salary Issues/Raises/Compensation	110	126	52	98	39	49	32
Benefits (health insurance, vacation, sick leave, etc.)	65	65	20	19	26	33	56
Promotions and Career Opportunities	12	17	12	9	22	19	54
Retirement	4	5	0	4	7	4	32
Job Security	18	9	2	13	NA	NA	NA
Logistics and Facilities	177 (31%)	102 (23%)	34 (18%)	68 (23%)	84 (31%)	69 (31%)	71 (21%)
Staff/Resources/ Funding/Budget	63	35	12	29	40	15	19
Morale	44	NA	NA	NA	NA	NA	NA
Parking	28	20	10	27	19	29	18
Safety & Facilities (air quality, space, etc.)	14	18	8	7	18	10	11
Summer Hrs/Spring Break/Christmas Break	28	29	4	5	7	15	23
Management/Supervision/Leadership	166 (29%)	67 (15%)	34 (18%)	49 (17%)	60 (22%)	28 (13%)	57 (17%)
Personnel Practices & Policies	33	21	11	19	18	7	19
Performance Management, Appraisal, & Job Descriptions	15	6	3	6	6	2	5
Training Opportunities	9	12	1	6	8	1	5
Communication Issues/Ability to Express Concerns and Provide Input	57	12	4	5	14	10	14
Supervision/Management/Leadership	34	16	15	13	14	8	17
President Caboni	18	NA	NA	NA	NA	NA	NA
TOTAL NUMBER OF COMMENTS	577	435	186	292	270	224	341

When reading the comments there are several reasons to exercise caution regarding the comments. First, most people tend to feel more comfortable interpreting narrative comments than interpreting numbers and figures. Consequently, there is something of a natural tendency to focus on written comments rather than the more objective and reliable statistics. Bear in mind that only 52% of the respondents wrote comments; thus, almost half of the respondents indicated no top issues or concerns. Furthermore, three survey items each asked for a top issue or concern, soliciting information about problems. While it was the intent of the survey to provide a safe channel for voicing concerns, some individuals may have felt obligated to come up with a concern they may not otherwise have considered a pressing issue. In addition, the increase in the total number of comments may partially be the result of the Staff Council asking for three separate items/boxes on the survey to illicit comments rather than the single item/box used in previous years. Of those who did write a comment, most expressed more than one issue. Multiple issues expressed in a single comment were divided into separate comments, to the extent possible. The 577 concerns expressed can help to clarify the issues that led WKU staff members to indicate that they slightly agree that “Overall, I am satisfied working at WKU” (Mean = 3.74), as well as some of the other ratings that may be of interest.

Inspection of Table 9 indicates that employees are most concerned with Compensation and Benefits issues, as they were in 2017. The absolute number of comments about Compensation and Benefits remained stable from 2017; however, the percentage of comments focused on this issue is lower because the total number of comments in 2019 is greater than in 2017. By far, the most frequent topic of concern was Pay/Salary Issues/Raises/Compensation (110 responses). The next most frequent topics of concern were Benefits (health insurance, vacation, sick leave, etc.; 65 responses) and Staff/Resources/-Funding/Budget (63 responses). Although these were the same three top concerns in 2017, only Staff/Resources/Funding/Budget increased in absolute number of comments, doubling the number from 2017. Communication Issues/Ability to Express Concerns received 57 comments, almost five times the number of comments expressed about this issue in 2017. There were 18 comments about Job Security; although this is not a large absolute number, it is twice the number of comments on this issue in 2017. The Miscellaneous category contains 11 comments; five of these comments dealt with food available on campus. Compensation and Benefits issues continue to receive the most comments across the years 2006 to 2019.

The 2019 Q-Sort resulted in three new categories of comments: Morale, President Caboni, and Faculty and Students. In previous years, the WKU Staff expressed dissatisfaction with various aspects of their university experience. However, this is the first year there were sufficient comments about low morale to warrant its own category. In fact, Morale received the fifth largest number of comments. There were 18 comments that specifically mentioned President Caboni; eight of these dealt with communication and a lack of transparency. Had these comments not identified President Caboni, they would have been grouped in the Communication category, and would have made Communication the second largest category in number of comments. Of the 14 comments about students and faculty, ten expressed concerns about student welfare related to tuition, retention, and other student-centered issues. The four comments about faculty indicated that faculty are uncaring with regard to students and staff.

There were four very negative comments in the category of Supervision/Management/Leadership that identified specific individuals in administrative positions; two of these comments were about the same individual. These comments are not included in the comments in the Appendix, but may be obtained from the researchers on a need-to-know basis.

Conclusions

The results of the 2019 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees slightly agreed they are satisfied working at WKU. Across the 34 items tapping satisfaction with specific facets of the job, there were two items with which employees strongly agreed, “Christmas Break is an important benefit to me” (Item 14) and “I feel safe on campus during the daytime” (Item 1). There was agreement with 15 items; there were 18 items for which employees were unsure whether or not they agreed with the item. The two lowest rated items this year were “I am satisfied with Parking and Transportation in terms of pricing, availability, and enforcement” (Item 12), and “There was adequate communication throughout the entire merits raise process” (Item 22). There were no items on which WKU Staff members disagreed or strongly disagreed.

Generally, full-time and part-time employees were consistent in their pattern of responses; there was only one item on which part-time employees agreed more than did full-time employees. When responses were broken down by length of tenure at WKU, salary range, and division, there similarly were few items on which there were differences in responses as a function of these demographics.

As in 2017, the 2019 open-ended responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises (110 comments), followed by benefits (65 comments), staffing (63 comments), and communication (57 comments). Some 219 respondents did not list a top issue or concern.

Overall, the results obtained for the 2019 Staff Satisfaction Survey are similar to results obtained for the 2017, 2011, 2009, 2008, 2007, 2006, and 2005 Staff Satisfaction Surveys. Notable exceptions include that responses to “Overall I am satisfied working at WKU” decreased from agreement (2011 Mean = 4.20; 2017 Mean = 4.07) to slight agreement (2019 Mean = 3.74). In addition, relative to previous years, in 2019 there were more comments related to morale and communication issues.

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Appendix
Comments in Response to the Open-Ended Items
Soliciting Top Three Concerns

COMPENSATION AND BENEFITS (209 Comments /36%)
Pay, Salary, Raises (110)
I wish there were options on how taxes on overpaid grad tuition waivers can be paid to the university rather than taking large chunks of money at the end of the year when it is sorely needed.
Pay/Wages
Accurate compensation for the work given
Adequate pay.
Compensation doesn't scale way against private sector opportunities
Compensation for WKU staff is subpar & the extra work received from downsizing has made job roles nearly impossible.
Compensation in my division is a huge concern as we continue to lose talented, well trained professionals to private firms. The local Market has driven the cost of IT professionals up, WKU must adjust
Equality in raises (when offered) - some employees were excluded because of situations beyond their control.
Humanities professors and departments are severely undercompensated.
I am nearing retirement, and I don't recall ever getting a merit raise. My supervisors have said that one is deserved. They are awesome for some, but I believe some people are overlooked.
I am very happy that there has been a move to replace "across the board" increases with merit based increases. I would like to see that continue.
I really appreciate the merit salary increases we received. I like my job & the atmosphere. However, the pay for most University staff positions is still low, compared to median incomes even in KY.
I wish pay could be better to actually reflect the dedication and responsibilities.
I'm concerned that while it's nice that we are receiving raises, if it's sustainable in the current economic climate.
Inequity in pay between people with similar positions and credentials within an administrative unit.
Merit raise was a JOKE!!!!
Merit raise= disaster. My supervisor change it to equity-based. Years of service/education was used against me; I was informed I deserve 4%, but there was not enough \$.No response from his supervisor.
My primary concern is compensation. The university has not been able address cost-of-living increases in a decade. Salary compression for long term staff is at a critical point.
Over worked & under paid. Similar positions at other universities make significantly more than I do.
Pay
Pay
Pay
Pay distribution of staff members. I do not feel that the pay scales currently offer the flexibility for staff to receive adequate salary based on job descriptions.
Pay raises. The cost of living has gone up and up over the years. Pay raises have not.
Pay. Although the merit raise was well intentioned we need to do more to keep the talent we have from leaving in the alarming manner that it has in the last few months.

Pay/compensation
Raises
Raises need to be annually, the basic increase should be % as the cost of living continues to rise.
salaries - they are not even close to the national average
Salaries. We've been working hard for years without increases, so basing part of the increase on "merit" showed lack of respect. Research shows merit increases don't motivate.
Salaries are not reflective of the professional duties required, and pay is much too low for positions that require degrees.
Salary
Salary compression (for employees that have longer years of service have been left behind in pay compared to newer hires salaries. Institutional knowledge is not valued.
Salary compression, not happy that persons hired recently are given exact pay that I make and I have been here over 15 years.
small merit/COLA increases and not on an annual basis
Staff members enjoy the benefits of WKU but the compensation is still below what should be paid.
The absolute HUGE discrepancy between pay rates of office associates/coordinators (with degrees) and supervisors, & hiring in new personnel at a higher rate than others in the SAME position.
The budget cuts making office associates tackle another job without any compensation is a slap in the face; too much workloads for people and no overtime pay or additional comp available is ridiculous
The lack of competitive pay in MANY positions and a solid path for merit raises (including a COLA raise).
The merit based portion of the recent salary increase was not awarded fairly in my opinion. Basing it primarily upon duties performed "Above and beyond normal daily duties" is flawed thinking.
The pay increase was nice, but it was token. The % does not make up for how much the cost of living in the area has gone up.
The pay rate is not equal to the job. There is a sense of a "buddy" system going on all departments with favoritism at a high rate.
We had 4% pool for raises but SA leaders told us not to give same % to all nor to give anyone more than 4%. Mathematically, there's no way to use entire 4%. Accounting tricks to make WKU look better
We lost two executive positions and one support as part of the March RIF. The duties were divided among me (professional non-fac) and three exec. admins., but EVERYONE in our office got 2% merit.
While the people with whom I work are great, WKU does not offer a competitive salary for highly-skilled staff members. Consequently, many talented employees are leaving the organization.
With the change for the University to operate as a business and job security and other former benefits removed, then pay needs to reflect the same model thus market pay.
With the staff reduction, the amount of work has not changed, just shifted. One person is now doing the work of 2 or 3 people but the pay scales have not adjusted accordingly.

WKU does not value their employees. Administrators make \$ and staff are expected to work hard with little compensation. I was told I make too much and can't have 4% (30K after 15 yrs- It oppressing!)
Work load vs. compensation
Workload vs pay rate. As my position changes, compensation does not meet the national average for one in my line of work with current duties assigned.
Would like to see compensation for professional staff vs office associate. Not office coordinators, but professional coordinators.
2% COLA increase doesn't cover rising healthcare costs, ave. rent/housing costs, or other increases to living expenses for those grossing less than \$50k, esp. when not applied annually in > decade.
2. Frequency of how often we receive raises
and I'd like us to get regular cost of living raises at least
Consistent pay raises base on performance need to continue.
Continuing to lose faculty and staff due to better pay/benefits/opportunities elsewhere.
Demoralizing way recent raises were handled. COL raises should be automatic. Employees should have to apply for merit raises and justify increase. Last raises just built more ill will amongst staff.
I really appreciate the raise and the merit raise but I am concerned that WKU never learns from past mistakes. We waste so much and to heck with the budget, until it is raise time.
I worry about being able to retain and recruit people in IT due to the great variance in the salaries offered for similar jobs in the Bowling Green community.
It was helpful to receive raises this year. but because it has been so many years. a col should at least be done every year forward even if budget does not allow merit.
Lack of equal pay for the same type of jobs across the university
Low salaries are a problem. Using the Consumer price index calculator, my current salary is exactly the same as when I started 20 years ago.
Many of the faculty and staff are not making salaries consistent with their level of education and years invested at WKU. That needed to be addressed first and foremost.
Merit increase was not affective. Need COLA and or bringing individuals up to market value. Can't give a real merit raise when people are so far under what they should be making for their workload.
Merit pay
Merit raise unfairly benefit those of higher salary. Merit should be stair-step with \$ limit on higher salary to push more to lower pay scale.
Merit raise was nice but when we have gone do long with no raise and with insurance prices constantly increasing it didn't really go very far.
Merit raises were not given based on merit. A hire date was associated with the raise that was never discussed or mentioned. As a new employee, I was told I would receive a raise, but then couldn't.
Our area is well under compensated for our field.
Overworked and underpaid, especially when compared to similar institutions.
Pay is too low for many positions. I don't know how they pay their bills. For example: Advisors
pay scale low
Pay situation still needs to be addressed.
Pay.
Poor payout for employees who opt out of employer provided health insurance.

Raises need to be a priority for WKU. Like many others, my pay has been basically the same for close to 10 years.
Salary increases have been distributed inequitably; these include merit and cost-of-living adjustments, in addition to financial disbursements to a select number of employees prior to January 2019.
Salary. I understand that a 4% raise is better than no raise, but it's discouraging that this is the first time in many, many years that any raises have been given.
The benefits are dropping but the pay does not reflect that. There is a cost/benefit to working at WKU. In years past, the pay is not that great, but the benefits balanced it... its not that way now.
The difference bt pay for office associates & coordinators is egregious compared to others. Ofc Associates/Coordinators are a vital component and know more about a unit than they are given credit for
The downsizing of employees and the merit raises were not handled well. The manner in which they were executed brought on more division within the office and has created a very self driven mindset.
The idea that new hires earn more than 20 or 30 year employees is quite frustrating.
The merit increase roll out was completely botched.
The merit raises were hurtful. I had been moved, and was given .8% on merit. No one knew my work effort or the job I had done, and I was told I made too much more than the new hires anyways. NOT MERIT
The need to move to bifurcated pay for administrators. No one should be paid more than 5% above any other faculty (excluding the dept head) in the home department upon returning to faculty status.
The pay at this university is below benchmark.
WKU needs to get past the culture of "not wanting to make anyone feel bad" and start rewarding top performers. I'm consistently rewarded with more work but no money.
WKU is too top heavy. The majority of workers let go were making \$33,000 per year. BOR minutes show some VP/AVPs received pay raises after the cuts of \$30,000. Ethical? NOT!!!! Again trust is gone.
\$ again.
Need better compensation/price compare to other businesses in area for my job.
A permanent process for merit based or even just cost of living adjustments needs to be created/implemented.
Additional pay increases. There has always been talk about faculty pay being raised to standard but never talk about that for staff.
Administration plays politics & favorites when it comes to raises. Those that really deserve them bc they work their assess off do not get them; those who hide, don't do their work yet are favored do.
All who went through the hell from last year, with cuts, deserve a full raise. We continued to be resilient, serve students and loyal. Loyalty is not reciprocated. Lost hope! Employee retention? Brain drain!
Are raises that are granted from a tuition increase sustainable?

Dean's take too much of a cut from revenue generating entities on campus. We can't get ahead or grow when you take all of the money!
Getting a cost of living increase instead of any kind of merit raise. There shouldn't be any merit raises until everyone is making a decent wage.
How is it ethical to see VP's and AVP's getting nearly \$30,000 pay raises given the major cuts? Several front line staff members should have been kept instead.
Inadequate raises over the last ten years while work load increase has grown and each time a reduction in people occurs it is the actual worker that is let go first instead of any administrative
Instructors are grossly, embarrassingly under-compensated in some departments. Pay disparity in general is bad.
Large pay disparities between managers and employees. No opportunities for employees to advance.
N/A - Pay and formal flex hours policy.
Raises sb based on merit, not on who you know.
The 4% raises are a joke. They don't make a difference when you're underpaid already compared to the job market. I'd make more money working at Home Depot.
The unethical way that top level promotions & raises were made in regards to the restructuring/ creation of new divisions. Some at the top got a salary increase equal to that of some who were cut.
University salaries are still too low.
Staff compensation is pitiful.
I am not paid adequately
Housing professionals need a meal plan. We are expected to be every thing for the students so why not let us eat with them. plus most of us can barely afford groceries most months.
VERY underpaid compared to market value, so staff are leaving. Add that to job cuts, we're doing extra work w/o the \$ we deserve to start.
Benefits (65)
I really wish that Weight Watchers would have been an option this year; while I utilized it while on campus last year, I feel as though the alternatives will not be as beneficial as WW.
I feel that the health insurance for spouses/partners is extremely expensive. After health insurance and taxes come out of my paycheck, I barely bring home about 64% of my income.
While I am not a smoker, I disagree with the tobacco user contribution. It unfairly targets lower SES groups and demonizes tobacco use, as if it's worse than a poor diet or sedentary lifestyle.
Access to physical wellness-The Preston Center should offer much like WKU Dining a 2 or 1 time a month access to the Preston center or create a program that allows staff to select an affordable tier
Benefits- Although, it has not happened yet, I don't think employees should only have to go to WKU for their education. I hope they continue the policy of allowing students to go to other schools
Benefits. With pay remaining stagnant over the years and the merit process being so convoluted it would be nice if the university reached out to other health providers to provide better health benefits
Health insurance costs/coverage
Health insurance is too expensive (nationally & @WKU). \$4500-\$5000 individual out-of-pocket max could cause bankruptcy for staff trying to live on \$30k gross salary.

I am saddened that twice in the last two years I have had unexpected life threatening medical issues arise and was forced to use all my vacation and sick time to remain in paid status.
I hope that serious consideration is made in order to keep employee tuition waivers. Working at a university should afford employees the opportunity to advance their education. A top priority!
I strongly believe that both WKU and its employees could save significantly on health care insurance costs if KY public institutions would collaborate to form a single patient pool, as other states.
I wish the healthcare benefits were better.
I wish we would do more incentives for healthy living other than just our insurance discounts. Some companies have programs where you can earn credits for gift cards based on miles walked etc.
Increasing cost of health insurance plans (and having to complete Tiers I and II in order to get a "discount" on premiums).
Increasing financial support for employees declining university health coverage used to be sufficient to cover Medicare payments. This should be reinstated -- it would probably save money.
It's now 2019 and we still have no Maternity or Paternity leave benefits as staff. Those without adequate vacation and sick leave on the books have to to short term disability to start a family. Nuts!
Keeping holiday/leave time in the benefits package
Keeping the tuition waiver program for my children is very important to me.
Medical Insurance cost and insufficient payout for medical services.
part time staff have little to no benefits (not even 1 free meal/mo.), little to no recognition (evidenced on past evaluation forms that did not even note length of time in the position)
The provided health insurance is not adequate. The bills I receive barely reflect any insurance. In having a child is was extremely stressful to pay for the birth and hospital costs.
The tuition waiver for public institutions (specifically WKU) is the most important benefit for me. I hope recent law changes will not affect that.
With employee health and well-being a strategic priority, I believe faculty/staff should be offered a subsidy for gym/fitness center membership if minimum attendance standards are satisfied.
Adequate benefits.
Another concern is additional benefits getting cut and continually rising heath care. WKU is self insured but am curious why we're no on plan with other universities.
Benefits and compensation go hand in hand. When we cannot pay as much as we want, we must have a better benefits package. The Teachers, for example, currently have much better insurance than WKU staff
Benefits: The cost keeps getting higher and the pay smaller.
Continued benefits.
Could hearing tests be included in Health/Wellness? Most people don't realize they don't hear well until they are tested - leads to frustration in the workplace.
I also would love to see the co-pays on health insurance return.
I am concerned with the current benefits system being utilized. Having to first meet the deductible creates a hardship and forces me and my family to not go to the doctor when needed in many cases.
I believe that more benefits for new parents would be incredibly helpful! More time available for parents to be home with baby!
I'm worried that the tuition waiver benefit for staff will go away.

Insurance cost and privacy, not enough benefits
Keeping health insurance at a stable price
Once a I exhausted paid status when on medical leave I was not able to use time from the employee bank even though HR told us that they had more time available than they could ever put to use.
Our overall health insurance SUCKS!!! I rarely use that type of language, but sometime you have to call it like it actually is. It is one of the key factors that makes me consider other employment.
Rising health insurance and retirement costs for the university are causing concern that those benefits could be drastically altered. Without affordable insurance, salary alone isn't worth staying
Staff are encouraged to not take part in the tuition waver benefit for WKU courses by upper level department admin because their department has to cover the tuition cost. It should be completely free.
State-wide tuition waiver is a big priority for me.
The benefits are not as good as they used to be. The benefit of Christmas/summer schedule is minor in comparison to the sheer volume of unpaid overtime that I am required to work throughout the year.
The tuition waiver is a benefit that retains many employees, despite the low pay provided. If this benefit is eliminated, it takes away incentive for many to work at WKU.
The WKU childcare center is very small and the childcare options in Bowling Green are very limited. I am currently scrambling to figure out how to continue working with a small child.
unpaid maternity leave
Vision and dental benefits are terrible in that it costs more to get glasses or do dental work with the insurance than it did without. Vision does not consider those with special needs.
We need a FORMAL policy that spells out flex hours. Many people work late hours or odd hours and a policy would help people from being overworked or pressuring themselves to do so.
when staff do not receive cost of living raises, please work to keep WKU insurance premiums/cost, Preston center prices, and parking passes cost at the current rate as well.
WKU wants healthier employees to reduce sick time and healthcare cost but does not provide gym memberships like other companies.
High insurance deductibles
Benefits, including average health insurance, the possibility of losing tuition waivers, having to pay a lot for parking, and no free access to the Preston Center
Did I mention that our Health Insurance SUCKS!!!!
Health benefits.
health care costs is high, once you pay for it, plus meet deductible , even with wellness benefit it is too high. the co-pay system was so much better even without wellness. i know this won't change.
I believe WKU should have a doctor and nurse practitioner on staff for faculty/staff to visit at no charge. This would save WKU money in healthcare expenses and lost work time.
our medical benefits aren't as good as they used to be
Preston Center. The cost structure that the Preston Center provides is unfair to university employees. This should be a benefit with as much emphasis the university puts on health and wellness
Short Term Disability and FMLA
Talk of doing away with dependent tuition discount

What is the long-term plan is for tuition reimbursement to staff, including classes at in-state institutions. People are delaying starting programs for fear they can't afford to finish if eliminated
WKU used to have ok benefits. While the Christmas break is nice, it can't be the only benefit to retain employees. The health insurance is expensive and going to the Dr. is not an option.
Time off/Flexibility are all that keep me here.
If anything, we should consider more vacation time for staff members to compensate for wages being lower than avg.
Benefits
Benefits always being decreased.
Insurance changes in past few years are horrible. In my 20+ years, staff morale has NEVER been this low, and leaders don't seem to care.
And our health benefits are AWFUL.
Promotions and Opportunities for Advancement (12)
opportunities for staff members especially part-time staff.
Appointment to positions rather than searching for the best candidate.
At least in my Division, there are no clear paths for advancement. Titles are seemingly made up and promotions are deals made behind closed doors.
Awards and promotions are a concern. It seems that "FAVORITIZING" is used a lot, and such practices cause division and bad feelings.
Career advancement. I love working at WKU and the department I am in, but, unfortunately, I feel that I will have to leave WKU to advance.
It seems that advancement is only available by changing jobs. Regular staff don't get "promoted."
No place or way of advancement. Faculty have clear cut career advancement plan, nothing for professional staff.
A lack of opportunity for promotions or a path to "climbing the ladder".
Advancement in my area is never consistent. Sometimes openings are posted, other times, someone is simply promoted. I feel like Finance and Administration does not promote from within.
Advancement. You basically have to wait for someone to quit or retire for a position to open. Opportunities to move up are nonexistent.
I am concerned about advancement opportunities and professional development.
A person with almost 20 years of exemplary management experience did not receive a promotion over someone with less than 3 years and is proving to be very green and appears to be only out for himself
Retirement (4)
I know other universities have pulled out of the state retirement system. I am worried WKU may do that to save money.
KTRS
Protecting KERS/KTRS retirement is essential to keeping a strong workforce. WKU should officially be an advocate for that.
Retirements and retirement benefits.

Job Security (18)
Biggest concern is job security at WKU now. The benefits and pay are average so with the loss of job security it becomes compelling to just find other employment.
Despite the fact that we survived the first round of major layoffs, I think it's safe to say that most rank and file staff are most concerned with having a job in the short/medium term.
I don't feel like I have job security. It's tough because I work very hard. I feel like I am taking a risk by not looking for a new job.
I fear that I could lose my job as student enrollment declines.
Job Security
Job security. Many young professionals like myself, though strongly vested in WKU as a career, have been continually denied full-time employment despite having full-time responsibilities.
Job stability in the current university budget situation.
Job stability.
My spouse and I both work here so job security is a major concern for our family.
The atmosphere is different than it used to be and I am still nervous about losing my job.
Uncertainty and rumors that go around regarding job security are issues throughout the University.
unsure of future at WKU
With division changes and the new university funding mechanism, future funding for my position is a concern.
We have all been kept in the dark through the RIF, budget, strategic plan and raise processes. No one feels secure in their job, which impacts our students and our desire to remain with WKU.
Sometimes just knowing that your supervisor appreciates all that you are doing to provide services with half the personnel would be great. But everyone is afraid of losing their jobs.
unknown job security
Many of us feel insecure about our future as to whether or not we will continue to have a job. We feel helpless re: what happens next?
The way the budget reduction was handled. Too many great employees were laid off without concern to the damages that would cause to them or those that remained. Also communication was terrible.
LOGISTICS AND FACILITIES (177 Comments / 31%)
Staff/Resources/Funding/Budget (63)
Inadequate staffing
lack of staff to appropriately complete all job responsibilities
Lack of staff to complete job requirements and lack of concern about that.
Limited Staffing to allow us to have time off and/or service our students in a effective manner
My position is basically two positions in one. So instead of doing one job well I always feel as though I'm doing two jobs poorly. This is a funding issue, so nobody's fault (well not WKU's)
Need more staff in support roles. Top heavy.
Good ideas from leadership, but little to no support staff to make it happen.

Not enough people to do the job -- not just in my area.... across campus for staff. More is expected of staff and faculty still get to float on by doing practically nothing for double the pay.
Our area has been short staffed for several years.
Some areas/departments are so short staffed that it is unbearable to watch some struggle to keep up and try to fulfill the obligations and tasks that they are responsible for.
There are not enough employees in my section/department/office to handle the work.
Too many departments are without adequate staffing after the layoffs in spring.
Unrealistic expectations for what the campus can do with existing resources.
Understaffed in areas I support so they rely on me for more work
Being able to have enough employees to adequately fulfill the roles and responsibilities required within our division and across campus. Spreading the employees too thin is a concern.
Disproportionate distribution of duties across campus. Some offices are understaffed with exempt employees working extensive hours regularly, while most of the campus clocks out at 4:30.
Employee stress levels at being asked to do double the work at each location.
positions not being filled that are need for daily operations
We have a hard time finding labor to support special events. Our desire is to create a positive WKU experience for event attendees, but hard to do using temporary labor which changes every event.
Adequate number of employees to do the work load.
Attracting and keeping quality faculty members with money constraints.
Lack of adequate staff to perform our department's key services. We have lost staff yet we've been told we can not cut programs and services. We are working hard, but this is unrealistic at best!
Organizational identity is low. We're in survival mode- many of our roles have doubled/tripled in the employee cuts. The quality of our work has suffered due to limited time and resources.
Our department is under-staffed.
Our department lost 2 of our 7 people & another left w/out a replacement.
Staffing
I also don't see how the Univ can attract excellent faculty & staff at our current funding level
The new strategic plan emphasizes many thing that we don't have the personnel to assist with.
Staff do so much of the work at WKU and yet have suffered all of the cuts in jobs.
I don't feel like I have support when I say that I have too much on my plate. I don't think leaders will believe I have too much to do until something fails, and I kill myself to not let that happen.
Cheapness. We do not have subscriptions to several sources we use all the time. Also we do not have updated software because of cost. Let's be professional and leading edge, not backwater bumpkins.
I believe that many of the upper level positions (V.P,etc) should be removed just like many of the worker positions have been reduced. Maybe that is where any additional cuts should come from first
New budget model is faculty loaded- this will present problems for adm. units during tight budget years. Simply not enough staff on the committees!
New budget model needs to be implemented ASAP to account for declining enrollment.
Staff have taken the brunt of budget cuts
The current budget model has taken substantial proportions of carry-forward from revenue accounts over the past two years. This has depleted the reserve our center has developed, causing uncertainty.

The state budget issues will continue to impact WKU and its staff. But we can't keep raising tuition to make up the difference and we can't keep cutting staff jobs to fill the budget holes.
Why are those who drove the budget into the ground tasked with creating the new budget model? They should be fired.
Budget uncertainty and concerns about how the budget will be addressed create a stressful work environment all around.
Budgeting issues
Stabilizing the budget so we don't face 8-10+ million in cuts every single year.
Taking revenue dependent carry forward monies to pay down the university debt eliminating any growth and development in department. Why should we continue to have revenue dependent programs?
That the university doesn't fully support our area or the students we serve. We remain understaffed and under budgeted despite the workload we have.
The budget cuts were so staff heavy, remaining staff cannot do their jobs well. Why were programs not evaluated first, and cuts made based off performance? It seems programs were targeted.
The loss of staff as an answer to budget concerns is troubling. Doing "more with less" has been the model leading to job responsibilities that are impossible to accomplish in a 40 hour week.
I heard that the RAMP model was being scaled back, is this so WKU can continue to support programs that should not be allowed to continue or is it to support an athletics department?
Maintaining a balanced budget through accountability, communication, and implementing a true checks and balances system that covers all areas and "pots" of money.
People choose a college based on the price, location and available programs. Discard the idea that sports contributes significantly to increasing enrollment in WKU and stop spending so much \$\$ on it!
RAMP budget model poses many challenges to our department. Concern is, since all revenues will be considered University revenues, those revenues may not be available for department priorities.
Stop telling people that money for athletics and other vanity projects comes from a "different pool of funds." We're not stupid. These things demonstrate priorities.
The implementation of "performance-based budgeting" may prove to cost far more than it is worth...
The new budget model is putting too much power in the college's hands. There is no representation for support units in decision making. All colleges have classes, but support units can make a difference
We need to budget as a department, but have no guidelines or resources to do so.
The majority of those who lost their positions during the 2017 budget reduction were staff, while few faculty were affected.
I understand that policies have now shifted to help this situation going forward, however the policy changed literally the week I was ok'd to come back to work & I was expected to absorb that loss
Best staff are leaving for other opportunities.
WKU is wasteful and should develop a paperfree system.
The pay raise was nice, but my % received doesn't replace the two people I lost in my office to service students. Now i do it all & received a small portion of an increase to take on two more FTjobs.
We are losing valuable people in our unit because salaries are not comparable to the market.
Understaffed in my area

As we face another round of potential budget cuts, I fear that it will be too easy for the administration to keep cutting staff levels and increasing job responsibilities on those left.
Balancing the budget, truly focusing on what programs and services the university should provide and are in its best interest. Student success should be our only mission.
Budget cuts to the point that we aren't actually able to achieve our goals, instead we are just scraping by.
Concerns I have are with ensuring adequate employees and services are available to students at the Regional Campus.
Morale (44)
The attitude of many (not all) that places staff as "second-class citizens" at this university as well as the expectation of loyalty to WKU without reciprocity.
WKU is not the place that it used to be. The "family" spirit was replaced by the "community" spirit, and that's gone now as well. It's a very disappointing turn of events.
Campus morale is the lowest I've seen since I became a full time employee 20 years ago. The devaluing of higher education by our state leaders and budget cuts have created an environment of fear.
Employee morale
Horribly low moral due to flipfloping messages, lack of job stability, horribly overworked and underappreciated people.
Low morale, and the feeling that staff are "below" faculty.
Moral is low--at least that's the vibe I get talking to people across campus.
Morale is a huge issue on this campus and will continue to be until the threat of more cuts is gone.
Morale is terrible and no one cares. Our current leadership is bad for WKU.
My main concern for WKU is the morale. Morale is low for staff, we are treated as peons. Showing support would be great! Even the little things always count (1 day for Fall Break/Spring Break).
Overall morale is down at the university.
Staff morale is at an all-time low. Who else will lose their job.
The morale at the university really stinks. The administration thinks it's all about money, but it isn't. I think most people would be happier if they felt they were heard.
The overall morale has suffered in recent years.
Campus morale is at an all-time low.
Employee morale - no sense of value or community
I love my job, but morale across campus is at an all time low.
Low morale
Low morale of employees
Moral is low. Programs needed to bring back a positive a work place. Employees who were fortunate to keep their jobs at WKU were not left with a positive outlook or support by leadership teams
Morale due to staff not feeling valued.
Low morale across all employee classifications at the university due to the ongoing budget issues.
Low morale. High stress. Everyone is being asked to do more with less. Find other ways to reduce spending and cut costs that don't put the burden on the people.

Morale
Morale is at an all time low among the staff. It seems the message is "you should be happy you still have a job". That is probably true, but we are all doing much more than we were a year ago.
SO MANY PEOPLE JUMPING SHIP BECAUSE OF CURRENT ADMINISTRATION.
The atmosphere of campus is not good. People are upset. More work, barely a raise, more stress, more anger. People are leaving in droves.
morale is a large issue across campus.
morale
home work life balance
I feel that it looks bad for the University when they are cutting positions to save money but the traffic is blocked for a week installing a new scoreboard at the football field.
WKU keeps losing very talented people that weren't cut during our budget cuts and reorganization but b/c of the budget cuts and resulting uncertainty and perceived bleak future at WKU
Lack of respect from the University -- a colleague was laid off by WKU in the cuts then received a personal letter asking for money! I keep saying "WKU is better than this" over and over and over.
The staff cuts were incredibly demoralizing. When the university administration demonstrates that it does not care about staff and the jobs they do, it is hard for them to care about their jobs.
it worries me that so many staff are leaving.
Morale. It's difficult to stay positive and give it my all when I know I could be let go at any time without advanced notice.
The atmosphere at WKU is that of "you should be happy you kept your job," but how can I be happy about the fact that I'm doing 3x more work with no raise (last year) and not receiving enough support
The number of staff cut by the RIF, and the University is hiring them back at over \$10,000 less than they were making prior to the RIF. Jobs are hard to find so many of us don't have a choice. MORALE?
Morale is low, largely due to the RIF.
Loyal employees are leaving.
Lack of respect regarding staff contributions across campus.
Respect for staff and the role they play in the function of the university.
There needs to be more encouragement and recognition given to staff--improve morale.
An appreciation or incentive plan to boost morale and encourage professional growth.
Parking (28)
I think P&T could be more efficient and issue parking stickers similar to license plate stickers each semester instead of completely new tags.
Money is wasted on needless parking technology: inaccurate lot counters, permit scanning vans (get out and look, geez), gates on remote lots/garages, etc. They are not responsible with our money.
Parking fees are too high
Parking is an issue, even buying premium parking. there is not any way to be near buildings. The spots near buildings are reserved spots, have meters or have places for university vehicles.
Parking permits are too LOW....cant provide services we need at the low rates.
Parking prices for faculty/staff is ridiculous.

There are way too many vehicles parked in FS1 parking lots without a proper tag. I need to call PTS a lot so they'll come to a lot a ticket someone. It's terrible during the final days of a semester.
Would make parking free for faculty/staff or a much lesser amount.
Cost of parking passes
Getting much harder to find handicap parking throughout the campus. Too often improperly used for drop-offs and wait-for's. And either we're too lax about issuing those permits or not enough spots.
Having to buy parking passes
I tend to see parking and transportation employees sitting in a running vehicle not doing a thing quite often . I think they may have too many employees and could let some go to lower parking prices
Parking and Transportation's leadership is a joke.
Parking continues to be expensive, but I'm sure it's handled the best way it can be considering the volume of students, faculty and staff at WKU.
Parking is better, but still needs attention.
Parking. The University claims to provide benefits for employees yet makes us pay to be able to come and park at our place of employment. Costs continue to increase and parking availability decreases
Parking. We need to have more/cheaper access to parking closer to administrative buildings.
Pay-Parking. We feel that faculty and staff should have a parking space with their number on it provided o them for a small fee (\$50.00) per year.
There is a shortage of accessible parking spaces near my building.
Given the high cost of parking, I should be able to find a parking spot in the Mimosa lot and not see a handful of cars parked there without FS1 tags. PTS should ask for volunteers during peek times.
I walk to work, so I wish there was just a way to pay to park on campus some days (like when it's raining) so that I wouldn't have to pay for a whole parking pass or walk in the rain.
Parking is so overpriced. I am blown away of what it costs to come to work everyday.
Parking is too expensive and often not available
Parking permit costs continue to increase for staff however PTS does not provide adequate areas at bottom of the hill especially for FS1 permit holders.
PTS - When on call, can HRL have more leeway for parking? all of the tickets I have gotten have been when I try to have my car closer to me while I am on call.
seriously overpriced parking
parking cost
Parking \$\$\$
Safety and Facility Quality (14)
HR's Non responsiveness with violence in the work place
Safety on other campus's to staff that are not on main campus. Staff members are not ensured that they are safe. Lights in some lots do not work. Ensure that we are all safe.
Campus safety, after dark parking lot security, after-hour access permits to campus buildings.
Lighting on campus at night is not adequate. There are lots of lights, but they do not illuminate OUTWARDS. It is just light in that one are and not in between. This is why I feel unsafe at night

Health: please address the radon issue; we became aware that several buildings on campus have high (but acceptable?) levels of radon. Can these tests be re-checked for accuracy and resolved?
Stop investing in building projects and tear down buildings that are a maintenance burden/health risk.
Where are we on the smoking policy?
Most of the offices in my building (JRH) are always cold.
noise from air handling units is unacceptably loud in my area and it is too cold, especially in the summer
Our offices are too cold throughout the year. We work with jackets, blankets, and gloves on.
There are ongoing accessibility issues for my building.
Ensuring that the heat and air conditioning are turned on for the BSAs. The heat and air often don't kick in till after they have finished their tasks.
Lack of concern for air quality in several buildings including newer ones. Several buildings recently have been identified with issues however most "fixes" are a band aid and no real solution.
Campus sustainability, building more green structures, retroactive modifications/improvements to campus buildings that are significantly below LEED standards.
Summer Hours/Spring Break/Holiday Break (28)
I have been told by employees that have worked at WKU for a long time that everyone use to get spring break and fall break. It would be very nice if those perks would return.
I think one huge way to boost morale right now would be to give staff Fall Break and Spring Break.
Maintaining the current holiday schedule as well as summer hours is important to me.
need for some form of break in the fall and in the spring when school is out.
Only still here for 2 reasons: time off during holidays/summer hours and my immediate supervisor.
Summer hours... I really enjoyed starting to work at 7:30 and getting off at 3:00 Mon-Fri (30 min lunch). Many on campus that feel the same. May/June could be short days & July/Aug could be half day Fri
The Winter break is a great WKU benefit and one I value greatly.
Why do faculty get the entire winter term off but staff have to work? Does their contract allow for this time off or should they be back? like staff have to come back right after New Year.
Working during Spring Break
Additionally, the Fall Break days are a wonderful opportunity for us to have some "down" time and/or preparation for the remainder of the semester.
Despite challenges, WKU is a great place to work. And the holiday break is a benefit that we need to keep. Maybe we need a summer shutdown too.
For 'academic staff', there is no obvious reason why they need be present during spring or fall break.
Keeping Christmas break and shorter summer hours as a benefit
In addition to Winter Break, I feel that there should also be a week for either Spring Break or July 4th, as the campus is mostly empty on those days and would save in heating/cooling costs.
Keep Summer hours starting time at 8 with choice to just take a 30 minute lunch. 7:30 doesn't make sense.
Spring break hours
STAFF DESERVE SPRING BREAK SAME AS FACULTY & STUDENTS.

summer hours, spring break and fall break should be a time to close offices
Also the university might consider closing for spring break and fall break to give staff the time off.
I am so very grateful for the extensive time we have off during the Christmas holiday break. Please, if at all possible, I would be so thankful if we could keep this wonderful benefit.
I am very grateful that we have the Christmas Break. However, I believe that we still need some time off during the Spring/Summer semester, such as 3 days off in a row or two Fridays in the summer.
Losing Christmas Break.
Continued paid time off during Holidays is important and a factor with me staying as WKU.
Holiday and Summer Schedule future
Keeping the Christmas break and holidays time off the same as today.
Please keep Christmas break as a benefit. This is one of the reasons we work at WKU for the benefit!! It is very important.
part time staff do not have chance to earn/take vacation / sick / holiday time off so Christmas break is less of a benefit as you lose normal pay for that time, especially as by requirement not choice
Winter break is a fantastic benefit! However, I would prefer that some or all of that time be converted to vacation time that can be used any time of year.
MANAGEMENT/SUPERVISION/LEADERSHIP (166 Comments / 29%)
Personnel Policies and Practices (33)
Current hiring practices do not take into consideration the university's strategic plan.
Lack of consistency in the hiring of faculty and staff
Placing too much focus on hiring "external" candidates for positions. I believe there can be value in institutional knowledge and experience and should be viewed as such.
Current decision practices are not to fill vacant positions if an employee leaves the university
Staffing Dynamics
Newly hired employees should not be hired in for the same job as a coworker who has been at WKU for some time, at a higher amount. This destroys morale!
I always tell people that the hardest part of my job is the fact that I did NOT attend western for undergrad/grad school. There is a stigma for people who do not have previous roots here.
Balancing work expectations with religious beliefs - working on a Sunday, required participation in SafeZone training, etc.
Diversity within staff.
Of main concern are recent appointments to high-level positions of white, male and unqualified persons without a formal hiring process based on merit
Poor leadership at HR. Extremely dismayed with way HR handles communication with employees and their concerns. Layoffs were a disaster. Policies extremely outdated.
There is a certain buddy system in the department and campus as a whole. It's still who you know will get you places and if you do not play the game - then you are out of luck!!
There is a very obvious bias toward staff on this campus.
Top leadership is excellent, but only within the past year. Only the favorites who belong to the inner group are treated fairly, but this is not the fault of the person at the top of the organization.
We all have different roles in the operations of WKU, each of them are vital for our students to be successful. However, the sense of entitlement for faculty is unfair to staff.

favoritism & age discrimination,
Lack of consistency in what is expected of workers and how they are treated.
My second issue is nepotism. I truly believe WKU Libraries has a problem with this issue. I feel like only a few people are within the inner circle and the rest of us are out of the loop.
Possible favoritism because of an inappropriate close friendship in our department.
There are people that have been here so long they have a political network to keep them safe even if their actions are detrimental to the university and student success/happiness.
Workforce reduction bias.
Hiring practices are unfair. Letting people go and then hiring new ones without properly giving the ones who were laid off access to those positions was horrible.
I did not apply for my current position, I was relocated
Politics. I feel my division can be very political at times. Different departments within my division get opportunities as far as traveling, professional development, and compensation are concerned.
Responsibilities are not distributed evenly. There are a few people that are very dependable, and therefore asked to do more work than others. This sometimes feels like punishment rather than praise.
Higher Ups kept their buddies and hard workers were let go. Heartless without regard to those affected.
Diversity of staff at WKU. AFAM Males in leadership and hiring roles at WKU is lacking. IF we look to retain faculty and students of color a voice must be at the table where decisions are made.
Have more remote work opportunities for staff, if it is possible
Human Resources does not appear to have the best interest of WKU's employees in mind. Employees are afraid to call on HR for questions or concerns.
WKU's security posture is reprehensible, both physical and information security. WKU cannot be trusted to protect personal information. Politics keep security from doing their jobs.
Inappropriate close friendship between supervisor and a person who reports directly to that supervisor. That creates a highly uncomfortable work environment, noticed and mentioned by others.
Performance Management/Performance Appraisal/Job Descriptions (15)
Lack of policies that document expectations and procedures on how to achieve those expectations.
Employees, admin/staff NOT being recognized for years of service. It is the VERY least that could be done to make people feel appreciated. A certificate, mug or SOMETHING from the WKU store.....
In my office, "no feedback is good feedback"... I need feedback.
It seems very difficult to have positions evaluated for revision unless the person in the position leaves.
Lack of a consistent and appropriate performance evaluation system
When analyzing the performance of supervisors, more attention needs to be paid to staff wellbeing and satisfaction and student happiness/success instead of raw retention data and WKU revenue.
We need to have clear campus-wide policies and procedures for performance evaluation and merit pay increases.
"Merit" increase not based on merit. No well-defined, objective performance standards. Supervisor could not explain what "merit" increases were based on. Productivity in my area is easily quantifiable

The merit based raise was subjective; supervisors made determinations based on political agendas, rather than performance (process/procedures/rubric???) My evaluation was not even looked at! HR?
Job Description and Job Functionality
job titles and responsibilities that do not match current roles.
Need to focus now customer services and task responsibilities base on new staff left from budget cuts. How can tech help? Also may need to decrease services and task. Do fewer things great, than good
my job title does not reflect my role and it causes issues among coworkers
Job descriptions and pay do not reflect level of work. I was hired under false pretenses.
I think we should do away with the self evaluation process. I think it is a waste of time and money.
Training Opportunities (9)
I feel as though I need coaching/teaching from my team, but our workload won't allow such, (and possible the leadership styles present).
Lack of training in daily operations and leadership methodologies
Training for new software was not done adequately and was done in a hurry. It's been almost a year and dept (even leadership) are still struggling. Follow up/more training needs to be done asap.
Leadership and talent, once we've trained our faculty and staff we need to work on keeping them.
There needs to be more professional development/CE opportunities and more software resources made available to faculty/staff/students. We should be able to attend PD without having to use lunch hour.
Inadequate training/introduction for new staff in all areas/departments on campus (Purchasing, Grant Accounting, Student Affairs, etc).
Training on communication, handling to change, etc. should be available.
I feel we need more opportunities for development and more positions that are transitional.
I believe Staff Leadership Institute is a fantastic program that affords a small number of staff (~20) to engage in extensive leadership training. Please keep this program!
Communication Issues/Ability to Express Concerns and Provide Input (57)
Concerned with the lack of transparency and poor communication from upper administration when making major life changes decision to staff.
Despite lip service to inclusive decision-making, major decisions have been top-down and applied broadly at the expense of needed nuance among different departments/offices
Lack of transparency in fixing the financial mess is disheartening.
Lack of transparent communication throughout the summer as it related to many structural changes; no clear information provided on merit raise until after a decision had been made; lack of support...
Merit raises in dept & unit: lack of clear communication, no reasoning given/discussed for raise or lack of. Dean/dept head specifically stated we were not supposed to tell anyone what we got for it.
My biggest concern is the lack of transparency not just at the University level but at my division level as well. I think communication is the number one thing when it comes to a happy work environment
The idea of transparency sounds good but it is not practiced here. Uncertainty for future of WKU depends on everyone working together from top to bottom.

The university sees very disjointed as it currently exists. I feel that there has been little to no transparency on several processes, including staff job cuts last spring and merit raises this fall.
Transparency seems to be a buzzword that holds little meaning. While we are told what is going on, it only seems to occur when convenient or when we need to know.
we desire and appreciate crystal clear communication and transparency from our top administrators concerning budgets, the new RAMP model, changes in administration, etc.
... from leaders; unclear message as to mission and vision of units; it seems that staff are living in peril at the moment
For all the talk of transparency from the top, there is little. For example, the new budget model and the issues with title nine office.
I have recently become concerned about a lack of transparency within my division.
I'm concerned about the transparency of the Board of Regents
Lack of transparency by administration. They act like they are transparent, but they are not.
Transparency from all decision makers on campus. When information is not shared with faculty and staff, makes me think the decision makers are trying to hide or change the rules with no input
University decisions have not been very transparent.
REAL transparency - not what seems to currently be accepted as such on campus. As a PUBLIC institution, it is our duty. What is the athletics budget? Where can I find the Aramark contract?
Transparency in the upper administration's decision process.
The merit process was unclear.
communication in general - with administrators, departments, etc., - too many silos.
Communication
Communication from the top feels lacking. People seem to be just trying anything to help students "succeed". But there is no real direction on what we should be doing as a university.
Communication throughout the University, from the top down, is very poor. Information is not communicated clearly or at all. There is no transparency. Especially, w/regard to the new Ramp Budget plan
Communication with supervisor/Division Lead
Everyone working together to benefit students, faculty and staff - often staff are omitted from the discussions.
I do not feel I have a good grasp on the vision of the university as it relates to our department.
I think we need better communication between the departments, colleges and administration. Sometimes changes are made and those which it effects are not consulted. This brings chaos and discontent.
Information dealing with job cuts is floating around and anger and worry are sustained by the lack of information that we get. Having clear cut information would help.
Internal departments (i.e. Purchasing, Accounting, Grant & Contract Accounting, ORCA, etc) do not communicate well, and therefore, so many processes are redundant and inefficient.
Lack of communication
Lack of communication - am unsure of my department's security with the budget cuts and get NO information from the department head.

Lack of communication concerning the RAMP process and how this will be implemented within individual departments has been a point of concern. The apparent need to rush the process is worrisome.
Lack of communication from upper administration regarding job security and merit pay/raises.
Lack of communication is a major problem in my office. We have very little information that is relayed from the top down.
More communication to staff concerning university-wide issues, even if it only involves faculty.
My main concern with my department is communication. None of us feel comfortable speaking up about concerns toward our department head and dean.
Positions should not be moved without proper warning and notification to the person in the role. Finding out a MONTH after a line has been moved to another department made everything worse.
Retention and what we do to jeopardize. Example: Student told me all of her professors were being fired since they don't have a doctorate. I told her not true. She would have sent this info home.
Staff are largely left out of any conversation about how to resolve WKU's financial challenges.
The director of my area is a huge concern. I do not feel I have anyone to talk to about my concerns without fear of losing my job.
The office staff in my department is not particularly nice to me as a new employee, and I do not feel comfortable talking to my supervisor about it, as he has not been particularly welcoming either.
While it is getting better, there are still too many "silos" on campus and some areas are unwilling to share information that would be beneficial or necessary for others to do their work.
Beginning this past semester, some of the more simple things, like how long of a lunch break I received or how I asked for time off, weren't communicated to me.
It makes it hard to discuss this with my supervisor and anyone else for the matter. Not given details on what is going on at all by the department chair. Very frustrating.
Other areas of campus do not understand that we are federally regulated, and often question our policies and procedures. Many faculty and staff have called to tell us how to do our job.
Overall lack of communication, including the staff council's unwillingness to live stream their monthly meetings.
When we try to communicate known problems with sodexho management, we are ignored unless a complaint comes from the campus regarding the issue we told them would develop.
Communication about how to plan for the coming years would be helpful.
Many of us remain concerned that there isn't adequate top down communication. In our department, we feel informed. We just don't understand how so many faculty are so out of touch with the budget.
Marketing guidelines seem to be changing continuously. It would be helpful to have a clearly defined outline of marketing expectations throughout campus.
The opinions of professionals with years of experience who are charged with resolving issues are ignored when we tell management of the issues before they develop.
There is a conflict with our Ombuds Officer as he is married to someone over a large group of people. That group of people does not feel comfortable reporting to him with their concerns.
When we voice concerns on issues that we know will develop we are ignored. Sodexho management ignores our concerns.
Decisions are made without our input.
more open communication from higher admin/pres.

Core staff employees (those at the coordinator level or even manager level) need a chance to have more input in changes to their department to best serve students.
Supervision/Management/Leadership (34)
Dire need for comprehensive position review for Institution as a whole.
The administration system needs to be improved.
The Board of Regents only rubber stamps anything the President, whoever it is, tells them to do. The amount of debt WKU was left with by Ransdall is a prime example. Grow a back-bone!
There is no understandable accountability that the various foundations have to WKU. They appear to be able to act in their own interpretation of Western's best interest.
My supervisor has not been trained in how to manage a team, they often play favorites, are degrading to employees that they do not like on their own team, and talk badly about other units.
no clear chain of command
There is no communication about projects until after they have started
Top issues are concerns with leadership in the department and what might be viewed as insufficient training or ability to provide leadership without showing favoritism.
We have undergone a recent change in leadership in our division. Unfortunately, the result has been lingering chaos (due to poor leadership, management skills), and I see no sign that will improve.
HR & Admin. needs to take leadership. Where were the policies/procedures/rubrics? Stop deferring to supervisor (with no training). Most supervisor don't have their employees best interest at stake.
The leader at the top has gotten rid of some of the bullies and done a good job at getting rid of some of the "silos."
Administration imposed deadlines. I realize we need deadlines, but depts. need to talk and line up deadlines, so everything isn't due at once... or at the start of the semester!
I feel very uneasy with the current university leadership, their lack of expertise and experience concerns me.
Lack of accountability. This is now baked into our culture thanks to the former president and has resulted in extremely poor leadership (policies, processes) across critical areas at WKU.
Supervisors/people with power need training and accountability
Decisions are made & implemented by WKU leadership without thinking. Merit raises announced & then changed multiple times. See also: upcoming summer "bridge" program. Poor communication all around.
Decisions being made without input from the people that will be affected. Higher-ups don't know the trickle down effect or have included the wrong people in the discussions.
Higher education is NOT workforce development. WKU is NOT a 4 year trade school. Stop playing into the hands of ignorant people like Bevin and stand up for the idea of creating better citizens.
Major decisions have been short-sighted, looking for quick savings rather than thinking long term, such as keeping good faculty here.
Trust - Regarding the RIF, trust was severed between the Administration and employees.
Departure of talented faculty and staff and limited effort on part of administration to stem the tide.
My co-workers don't get along with each other. They keep secrets from each other and spread rumors. I try to stay out of it. - It's crazy to watch.

I have the BEST supervisor and Director anyone could ask for.
My direct supervisor has had no supervisory training and does not practice equality in communications. Safety is of no importance in my department. I am not allowed flex scheduling or time for training
Workload disparities between departments. Some sit around on their phones while others are nose to the grindstone. Supervisors don't seem willing to examine and redistribute workload.
Some supervisors not setting the correct example
the head of the department avoids confrontation & does nothing to ease tensions within the dept. Employees are often asked what she should do or how she should solve the problem. thats a huge problem.
I think the PDC project managers have no clue how to properly run a project.
If one is to be a supervisor, they need management of people skills. If they can't manage and lead people in a productive, positive manner, they do not need the responsibility.
our boss wont be the boss.
My supervisor has little to no oversight and their supervisor just assumes that they are doing their job well.
Supervisor didn't look at data to decide "merit" raises. Does not value experience. No respect from admin for our productivity. We've been successful in the past. Trust us to know what we are doing
President Caboni (18)
Dr. Caboni's lack of transparency and compassion while dealing with the deficit has crushed the morale of the employees. WKU is not the same synergistic school it once was. Now it's just a job.
Although "transparency" was promised by Dr. Caboni, access to information and communication has been anything but transparent. See below
I feel that President Caboni's messages do not get distributed past his direct reports down to campus overall. He seems to truly want to make a change on this campus and is trying to implement that.
Caboni- take more time to know WHY things have been done a certain way before making massive shifts in policy/practice. Gives impression WKU is only a stepping stone for your career.
President Caboni was not transparent (as promised) in his communications in 2018--he let a lot of rumors related to staff cuts go on without addressing the concerns.
Communication from Dr. Caboni about WKU as a whole has been excellent but communication within depts. from leadership to staff is lacking.
President Caboni promised he would be transparent with the campus community; however, that commitment was not kept. His communication has progressed, but I question his honesty and consistency.
Consistent communication to faculty and staff from President Caboni.
I am concerned that administrative power at the highest level has no accountability. People should have been dismissed over the mold.
President Caboni's approach often perceived as micromanaging and not sustainable
I am concerned with the lack of accountability for President's Cabinet and other Divisional Leaders for issues that occur on campus and the disregard in some divisions to follow WKU and dept policies.
The management team under President Caboni is a big portion of the problem on this campus. They are not quick to change an environment they have created and one that lines their own pockets.

Loss of institutional knowledge due to RIF
lack of appreciation for staff by Dr. Caboni, we are seen as expendable
No use. Carboni will do whatever he wants and no one will stand up to him.
The continued absence of President Caboni on campus is of great concern, and I continually wonder whether transparency is truly a value of this administration.
I applaud Pres. Caboni for having the backbone to make the very difficult decisions needed for the survival of WKU. No one likes that ed environment is changing, but it is adapt or die.
Millions are wasted on consultants for things that we once did ourselves (i.e. develop budget, hire administrators, analyze salaries, retain students). We could hire many good staff for that money.
MISCELLANEOUS (11)
Food not available on top of the hill very late. I work until 9pm, and my lunch break is set for me.
Food services is terrible. The quality is low and inconsistent, the prices more than most staff can afford, and the continued neglect of environmental responsibility is horrendous.
Food trucks that circulate on campus-let campus benefit from the efforts of local vendors.
The food on campus has taken a nose-dive this year.
Food service means a lot to students, faculty, and staff. Need to provide better food by offering FEWER choices each day...same staff working on fewer selections means better/faster service and food.
WKU should remove it's prohibition of employees lawfully carrying concealed deadly weapons on campus without adding unnecessary bureaucracy.
I would like to see us move away from one-size-fits-all mentality when it comes such things as the open office and mandatory use of social media apps. More of a distraction than help for some of us.
Push toward electronic forms, but something more user-friendly than E-signature: trackable and certifiable.
Telecommuting isn't discussed, when it is a viable option for most
The process for foreign staffs to apply or work-on should be more friendly.
Overall, WKU is an excellent work environment.
Comments about Faculty and Students (14)
Rising cost of tuition/fees as it relates to retention. Competition from cheaper online programs is a concern. We can't keep raising tuition and expect more enrollments.
The tuition funding model - lower tuition and lower the need for University financial aid.
Fighting internal forces. We say we are about students but try to help a student and it doesn't take long to see why numbers are down and we have an issue with retention. Especially graduate.
No unified focus on customer (student) experience. Student experience is not cookouts, it's being able to easily do business with the university. WKU lacks leadership in this area.
There is a lack of cohesion across campuses. Offices don't work together and as a unit, instead act as every man for himself. There needs to be a call of ownership to help students instead of passing.
Student Recruitment and retention is paramount!
Lack of respect for the work that is done for student
Reduction in student services in some areas while others prospered.

WKU needs to compete better for online students. Online degrees should be cheaper vs. in-person.
Disconnect between what we say our mission is -- the students -- and rewards/recognition offered to those who actually work with the students.
University faculty are not in touch with reality. They want to eliminate everything outside of academics. The faculty does not care about the staff....
Many faculty do not pull their weight. A few do the work of many when it comes to teaching courses, writing grant proposals, and actively engaging in research. Need required deliverables for faculty!
It is very upsetting to continually hear from students that faculty do not care / "not my problem" attitude
Faculty don't value what staff do here and think students will just show up in classes each semester. There is a disconnect and they don't want to see/appreciate the business side of the university.