

# 2018 UNC System Employee Engagement Survey

Richard Boyer

February 21, 2019



UNIVERSITY *of* NORTH CAROLINA WILMINGTON

# Survey Overview

## Methodology

- Online/Paper survey administered:  
January 29 – February 19, 2018

## Response Rates

- 2018 Core Population Overall response rate:  
22,659/45,299 – 50%
- 2018 UNCW response rate:  
1148/1978 – 58%

## Benchmarks

- 2017 Great Colleges Honor Roll
- 2017 Carnegie
- 2017 Public Institutions
- 2017 Enrollment Size
- 2017 Southeast Region
- 2018 UNC Core Population Aggregate

<b>60</b>	Survey statements on a 5-point agreement scale
<b>17</b>	Benefit Satisfaction Questions on a 5-point satisfaction scale
<b>2</b>	Open-ended Questions
<b>16</b>	Demographic Questions
<b>1</b>	Multi-select Question

# Response Rates

Job Category	Total	Responded	Percentage
ALL Employees	1978	1148	58%
SAAO TIER 2	75	55	73%
SHRA EXEMPT	205	147	72%
EHRA IRPS	235	144	61%
SHRA NON-EXEMPT	790	469	59%
SAAO TIER 1	11	6	55%
FACULTY	662	327	49%

---

# Survey Definitions

**Institution** *refers to the entire University or College.*

**Department** *refers to your most immediate workgroup or team.*

**Senior Leadership** - *refers to the most senior members of the institution (e.g. Chancellor or President and those who report directly to them).*

**Supervisor/Department Chair** *refers to the individual to whom you directly report.*

# Response Guidelines

**Response Options:** *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Not Applicable*

## Positive Responses

*Strongly Agree, Agree*

## Negative Responses

*Strongly Disagree, Disagree*

Guideline Score	Description	Guideline Score
75% +	Very Good to Excellent	< 10%
65 – 74%	Good	10 – 14%
55 – 64%	Fair to Mediocre	15 – 19%
45 – 54%	Warrants Attention	20 – 29%
< 45%	Poor	30% +

---

# 15 Core Dimensions

<b>Job Satisfaction/Support</b>	<b>Policies, Resources &amp; Efficiency</b>	<b>Faculty, Administration &amp; Staff Relations</b>
<b>Teaching Environment</b>	<b>Shared Governance</b>	<b>Communication</b>
<b>Professional Development</b>	<b>Pride</b>	<b>Collaboration</b>
<b>Compensation, Benefits &amp; Work/Life Balance</b>	<b>Supervisors/Department Chairs</b>	<b>Fairness</b>
<b>Facilities</b>	<b>Senior Leadership</b>	<b>Respect &amp; Appreciation</b>

# Vision, Values and Strategic Priorities



## Our Mission

The University of North Carolina Wilmington, the state's coastal university, is dedicated to the integration of teaching and mentoring with research and service. Our commitment to student engagement, creative inquiry, critical thinking, thoughtful expression, and responsible citizenship is expressed in our baccalaureate and masters' programs, as well as doctoral programs in areas of expertise that serve state needs. Our culture reflects our values of diversity and globalization, ethics and integrity, and excellence and innovation.

## SACSCOC Accredited

The University of North Carolina Wilmington is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award bachelor's, master's and doctoral degrees. For more information or questions about the accreditation of UNC Wilmington.

## Vision

UNCW will be recognized for excellence in everything it does, for its global mindset and for its community engagement.

## Values

<b>Excellence</b>	<b>Diversity</b>	<b>Integrity</b>
<b>Student-Centered Focus</b>	<b>Community Engagement</b>	<b>Innovation</b>


## Strategic Priorities


- ❖ Attract and retain high-quality, diverse students, faculty and staff; ensure an inclusive campus culture and a global mindset; and increase retention and graduation rates.
- ❖ Enhance learning experiences and educational programs; and advance research and scholarly activities.
- ❖ Enable and nurture a sense of a student-centered community by enhancing academic advising and student support programs for career placement and graduate school.
- ❖ Organize for success, engage with our community and the world, and communicate our efforts broadly and effectively.
- ❖ Fund strategic initiatives by building on strong relationships with all stakeholders.

These priorities will be pursued in an environment that promotes the free exchange of thoughts and opinions, where human dignity is affirmed and respect for each individual is paramount.




# Participation Rates and Positive Engagement Ratings with Benchmarks

Institution	Participation
UNC Charlotte	71 %
NCSSM	67 %
UNCSA	65 %
FSU	60 %
UNC Asheville	60 %
ECSU	59 %
System Office	58 %
UNC Wilmington	58 %
WCU	55 %
WSSU	55 %
Appalachian	54 %
NC State	54 %
UNC Greensboro	54 %
NCCU	52 %
UNC Pembroke	52 %
N.C. A&T	50 %
ECU	38 %
UNC-CH	37 %

**UNC System Avg Participation**  
 50%

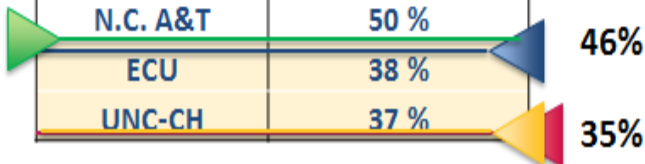
**UNC System Avg Positive Rating**  
 63%

**ModernThink Median Benchmarks**

-  4-Year Public
-  4-Year Southeast
-  All Great Colleges

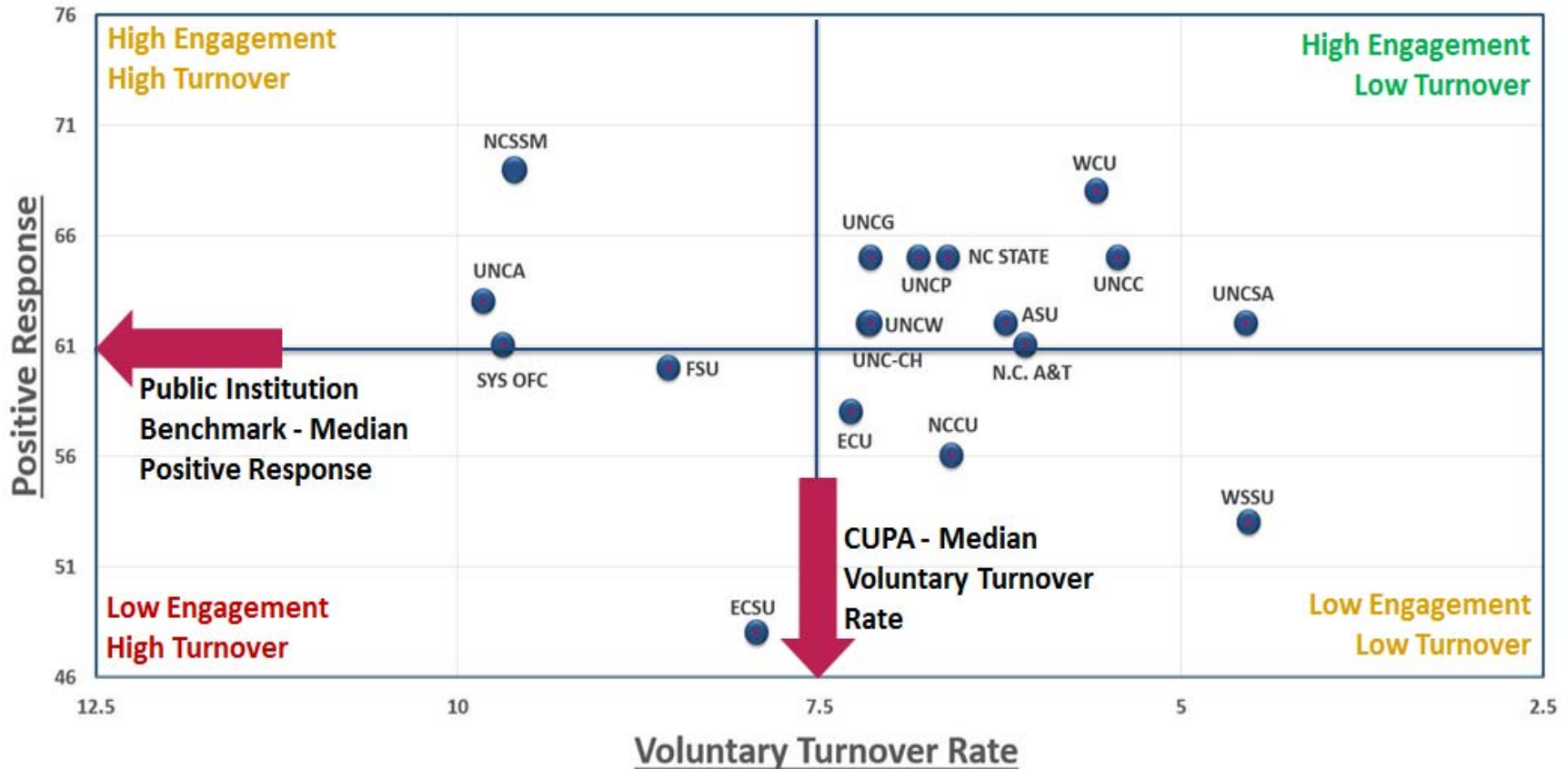
Institution	Positive Rating
NCSSM	69 %
WCU	68 %
NC State	65 %
UNC Charlotte	65 %
UNC Greensboro	65 %
UNC Pembroke	65 %
UNC Asheville	63 %
Appalachian	62 %
UNC-CH	62 %
UNCSA	62 %
UNC Wilmington	62 %
N.C. A&T	61 %
System Office	61 %
FSU	60 %
ECU	58 %
NCCU	56 %
WSSU	53 %
ECSU	48 %

61%





# Voluntary Turnover Rate and Positive Engagement Ratings

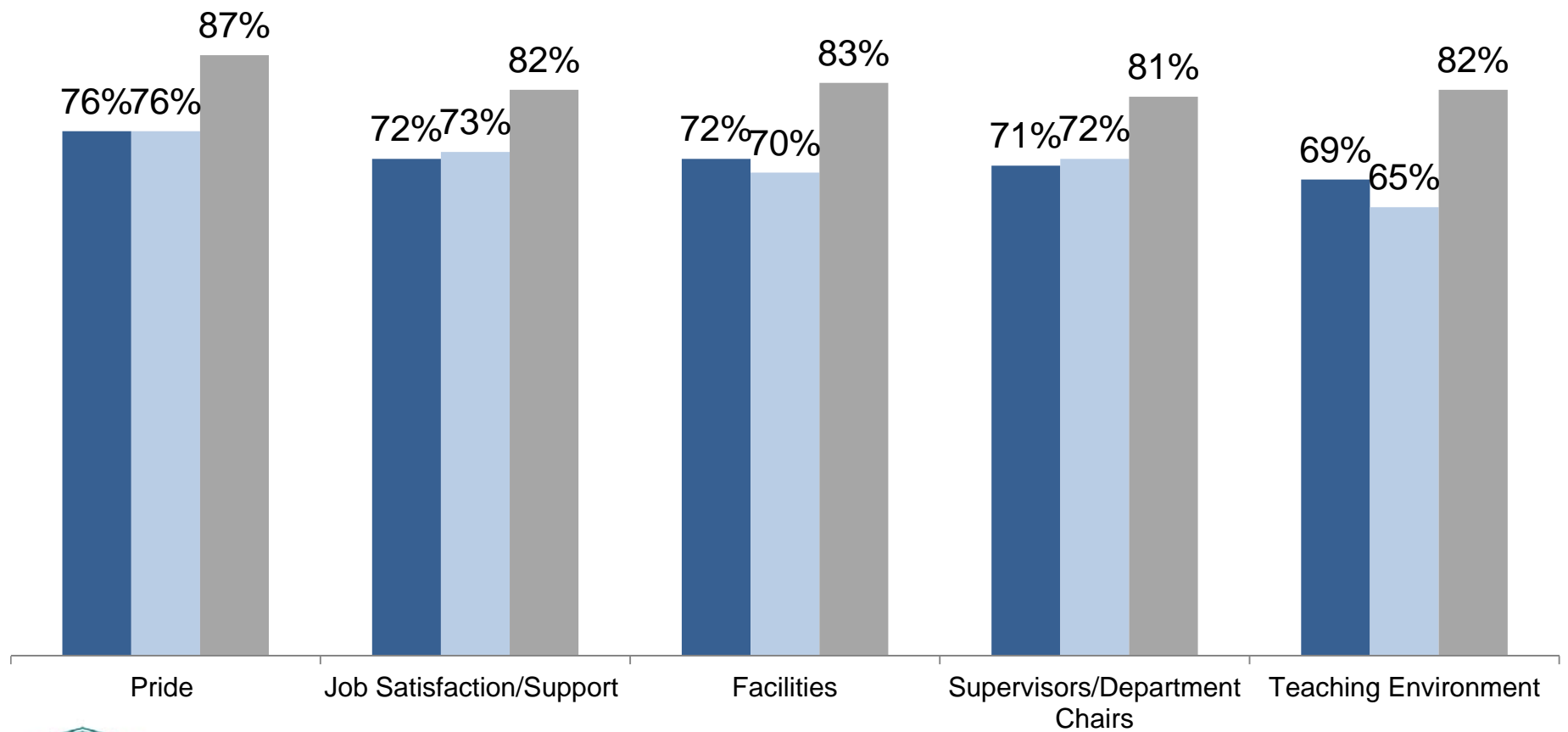


# Barometer Statements

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
59	This institution's culture is special - something you don't find just anywhere.	57	15	59	81
57	This institution is well run.	54	13	57	80
25	Overall, my department is a good place to work.	79	7	77	87
60	All things considered, this is a great place to work.	74	6	72	87

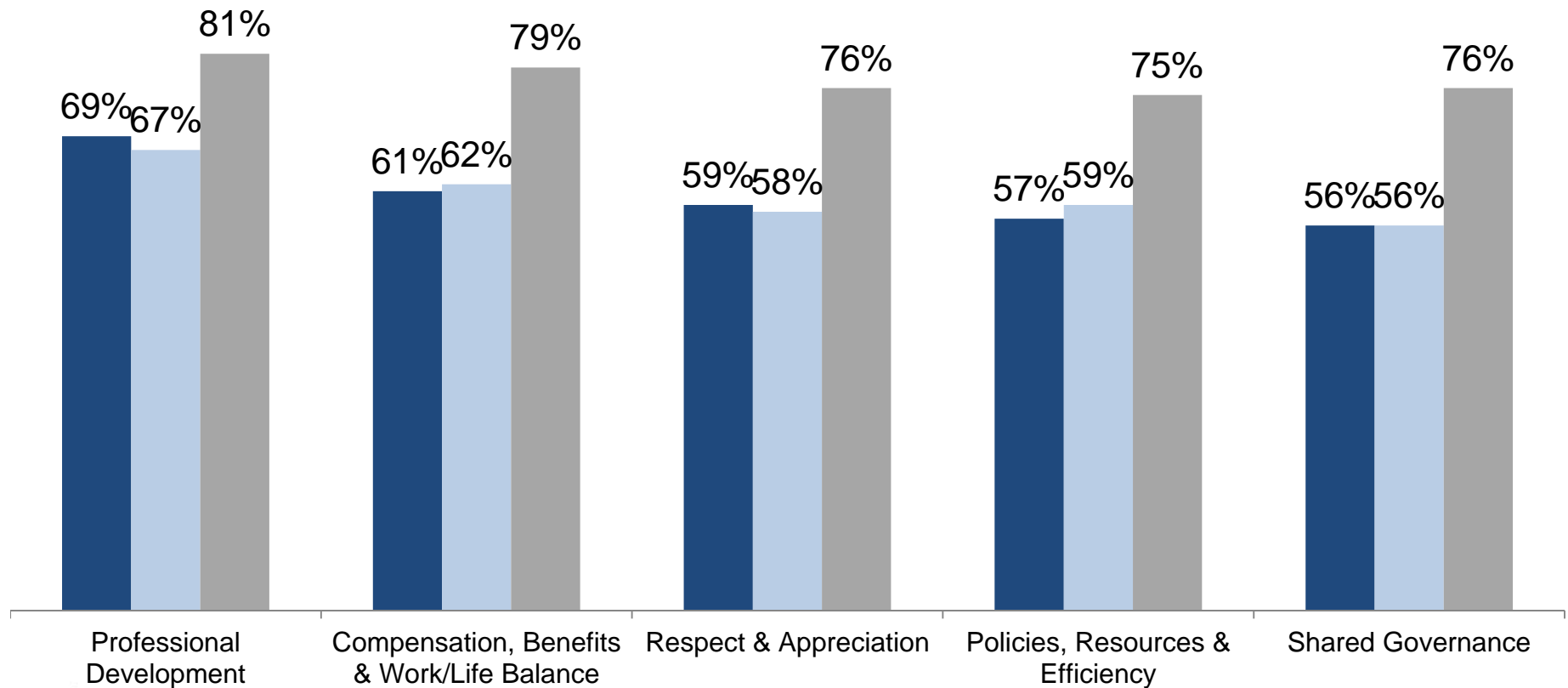
# Dimensions

■ 2018 UNCW Overall    ■ 2018 UNC System Overall    ■ 2017 Honor Roll



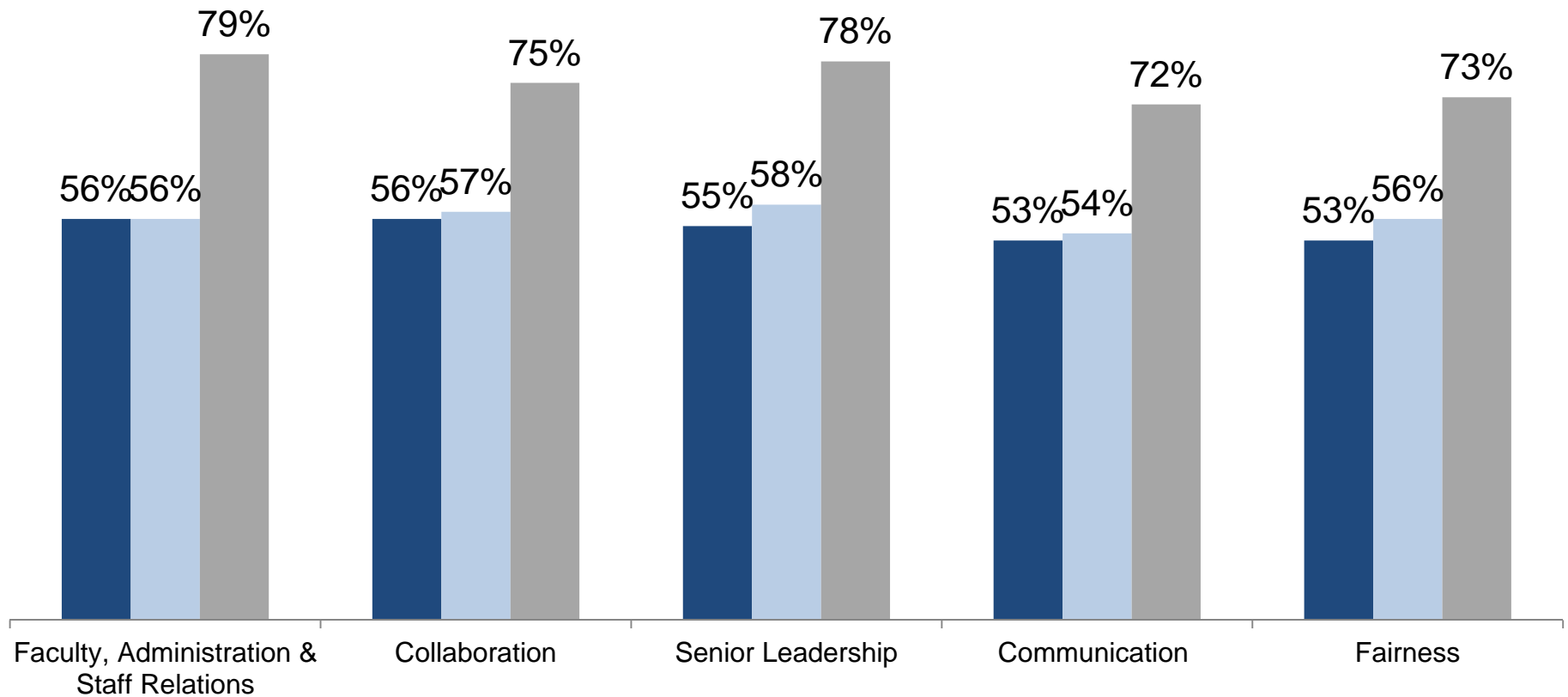
# Dimensions

■ 2018 UNCW Overall    ■ 2018 UNC System Overall    ■ 2017 Honor Roll

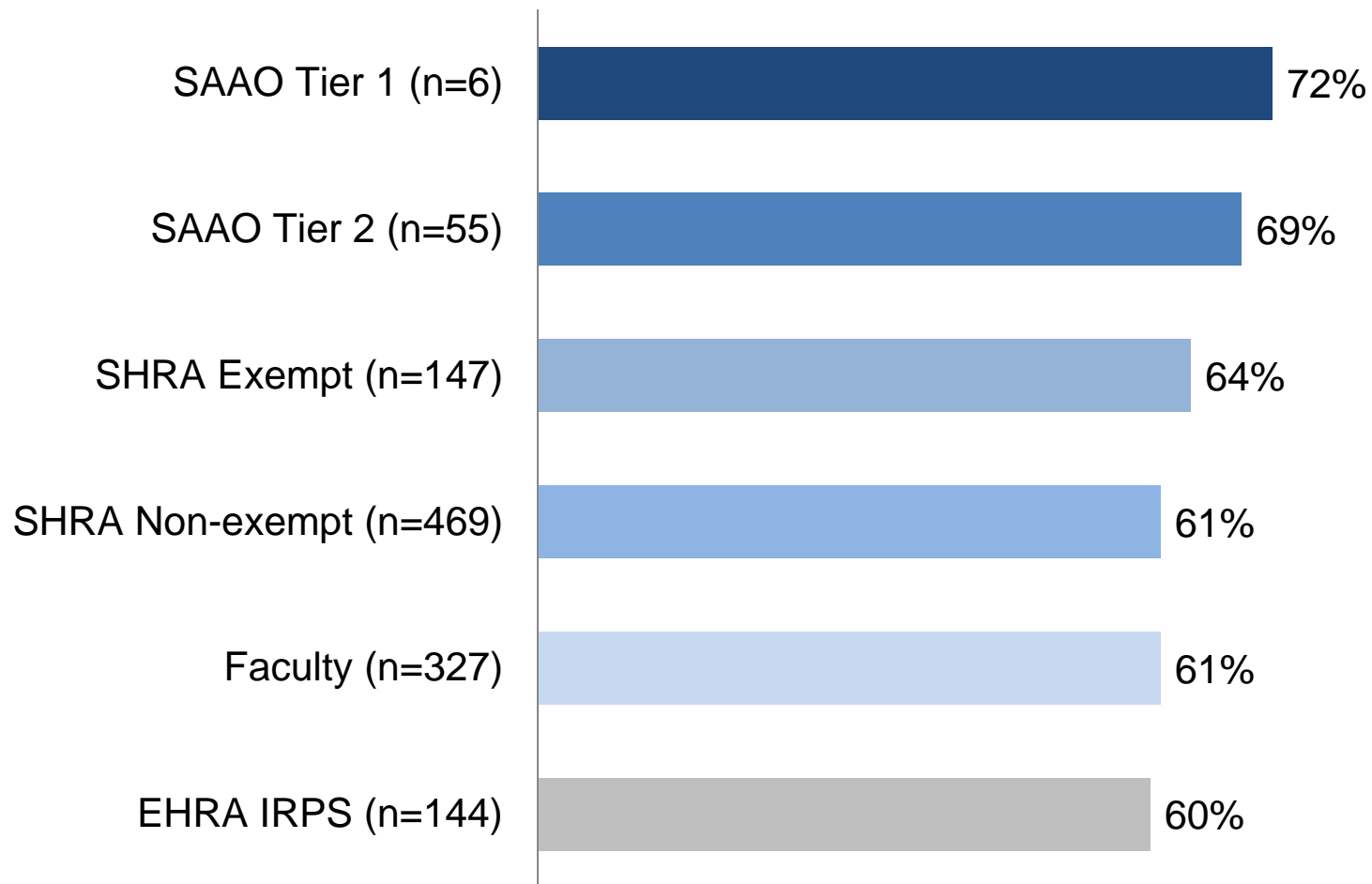


# Dimensions

■ 2018 UNCW Overall    ■ 2018 System Overall    ■ 2017 Honor Roll



# Job Category



# Top Ten Statements

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
5	I understand how my job contributes to this institution's mission.	90	2	90	93
49	This institution actively contributes to the community.	87	3	83	93
29	The institution takes reasonable steps to provide a safe and secure environment for the campus.	83	4	80	92
36	I am proud to be part of this institution.	82	4	80	88
24	I have a good relationship with my supervisor/department chair.	82	6	82	88

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

# Top Ten Statements

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
47	My supervisor/department chair supports my efforts to balance my work and personal life.	81	8	80	87
2	I am given the responsibility and freedom to do my job.	80	6	82	86
25	Overall, my department is a good place to work.	79	7	77	87
60	All things considered, this is a great place to work.	74	6	72	87
1	My job makes good use of my skills and abilities.	74	7	77	85

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



---

# Strengths

- Job Fit, Autonomy & Connection to Mission
- Work/Life Balance
- Professional Development
- Supervisor/Department Chair Competencies
- Teaching Environment

# Job Fit, Autonomy & Connection to Mission

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
1	My job makes good use of my skills and abilities.	74	7	77	85
2	I am given the responsibility and freedom to do my job.	80	6	82	86
5	I understand how my job contributes to this institution's mission.	90	2	90	93
49	This institution actively contributes to the community.	87	3	83	93
36	I am proud to be part of this institution.	82	4	80	88

# Work/Life Balance

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
53	This institution's policies and practices give me the flexibility to manage my work and personal life.	70	10	70	84
47	My supervisor/department chair supports my efforts to balance my work and personal life.	81	8	80	87

# Professional Development

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
6	I am given the opportunity to develop my skills at this institution.	74	9	71	84
7	I receive feedback from my supervisor/department chair that helps me.	67	13	67	77
10	I understand the necessary requirements to advance my career.	63	17	63	77

# Supervisor/Department Chair Competencies

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
3	My supervisor/department chair makes his/her expectations clear.	71	12	72	80
12	I believe what I am told by my supervisor/department chair.	70	10	70	82
15	My supervisor/department chair regularly models this institution's values.	74	9	74	85
19	My supervisor/department chair is consistent and fair.	69	13	69	79
20	My supervisor/department chair actively solicits my suggestions and ideas.	67	14	67	79

# Teaching Environment

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
33	There is a good balance of teaching, service and research at this institution.	73	8	70	82
40	Teaching is appropriately recognized in the evaluation and promotion process.	66	12	60	81
51	There is appropriate recognition of innovative and high quality teaching.	68	11	64	82

# Bottom Ten Statements

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
11	I am paid fairly for my work.	33	43	39	59
28	My department has adequate faculty/staff to achieve our goals.	36	39	38	57
18	Issues of low performance are addressed in my department.	41	29	47	60
16	Promotions in my department are based on a person's ability.	46	29	49	67
35	Our recognition and awards programs are meaningful to me.	40	28	39	61

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

# Bottom Ten Statements

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
17	Our review process accurately measures my job performance.	43	28	52	69
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	49	24	54	77
22	Changes that affect me are discussed prior to being implemented.	45	23	45	63
58	There's a sense that we're all on the same team at this institution.	45	22	47	74
42	Faculty, administration and staff are meaningfully involved in institutional planning.	42	20	44	69

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



---

# Opportunities

- Resource Constraints
- Performance Management/Accountability
- Communication
- Collaboration
- Shared Governance
- Senior Leadership
- Diversity, Equity & Inclusion

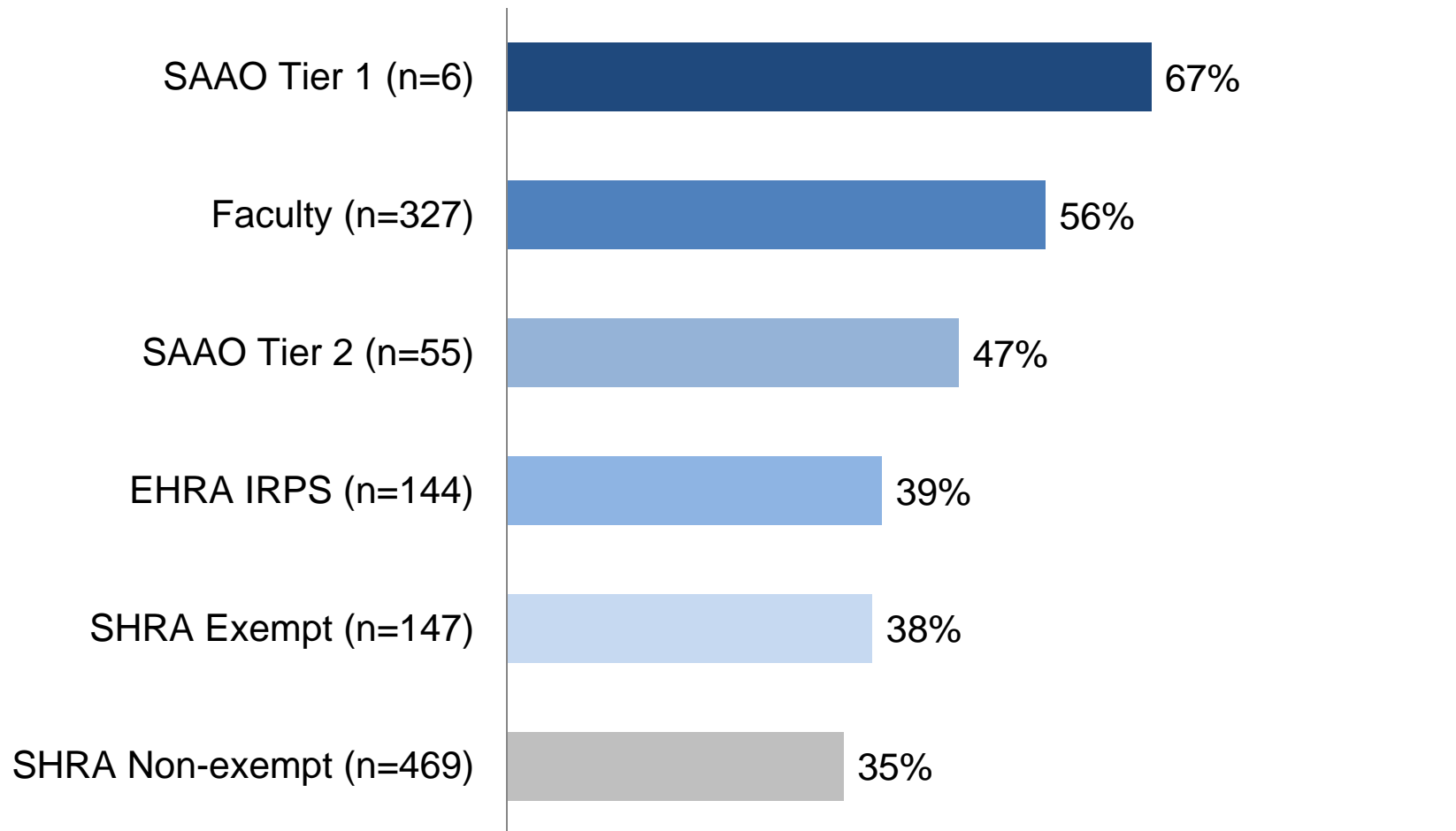
# Resource Constraints

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
4	I am provided the resources I need to be effective in my job.	62	11	60	75
11	I am paid fairly for my work.	33	43	39	59
28	My department has adequate faculty/staff to achieve our goals.	36	39	38	57
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	60	15	60	74

# Performance Management/Accountability

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
30	Our orientation program prepares new faculty, administration and staff to be effective.	61	14	54	72
17	Our review process accurately measures my job performance.	43	28	52	69
18	Issues of low performance are addressed in my department.	41	29	47	60
16	Promotions in my department are based on a person's ability.	46	29	49	67
9	I am regularly recognized for my contributions.	55	19	53	68

## 17. Our review process accurately measures my job performance.



# Communication

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
8	When I offer a new idea, I believe it will be fully considered.	60	14	61	75
21	In my department, we communicate openly about issues that impact each other's work.	59	16	60	73
22	Changes that affect me are discussed prior to being implemented.	45	23	45	63
43	At this institution, we discuss and debate issues respectfully to get better results.	47	17	50	76

# Collaboration

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
13	We have opportunities to contribute to important decisions in my department.	61	13	60	76
23	People in my department work well together.	65	9	66	79
26	I can count on people to cooperate across departments.	54	11	54	71
58	There's a sense that we're all on the same team at this institution.	45	22	47	74

# Shared Governance

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
38	The role of faculty in shared governance is clearly stated and publicized.	59	13	57	77
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	66	9	66	82
42	Faculty, administration and staff are meaningfully involved in institutional planning.	42	20	44	69
46	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	63	7	64	84
55	There is regular and open communication among faculty, administration and staff.	48	17	48	73

# Senior Leadership

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
32	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	61	13	67	82
27	Senior leadership provides a clear direction for this institution's future.	53	18	55	74
41	Senior leadership communicates openly about important matters.	48	17	52	74
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	49	24	54	77
48	Senior leadership regularly models this institution's values.	62	14	66	84
56	I believe what I am told by senior leadership.	54	17	56	77

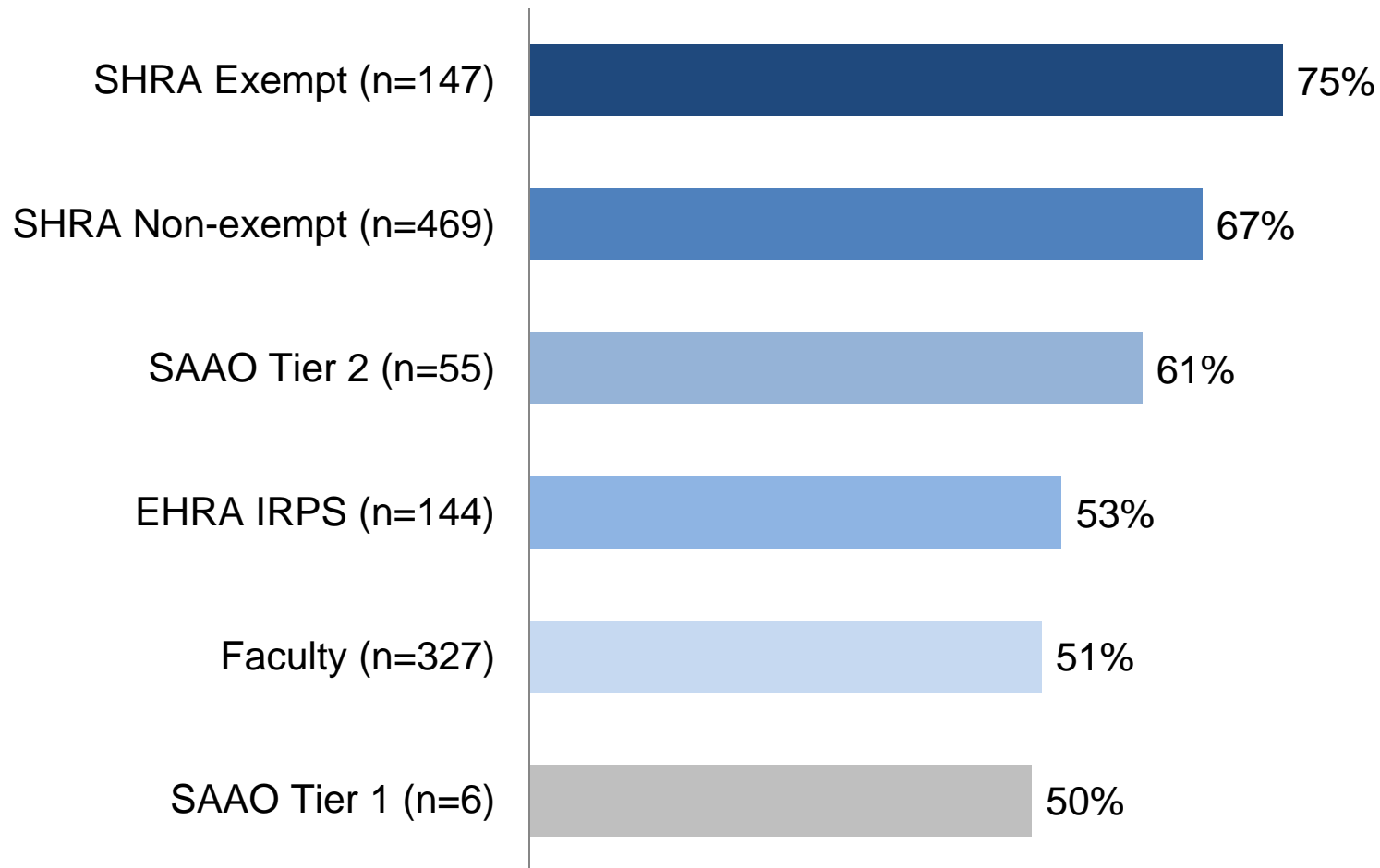


# Diversity, Equity & Inclusion

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	61	17	70	81
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	74	8	73	88
54	This institution has clear and effective procedures for dealing with discrimination.	66	13	70	86

---

## 50. This institution places sufficient emphasis on having diverse faculty, administration and staff.



# Innovation Index

Survey Statement		2018 UNWC Overall % Positive	2018 UNCW Overall % Negative	2018 UNC System Overall % Positive	2017 Honor Roll % Positive
8	When I offer a new idea, I believe it will be fully considered.	60	14	61	75
13	We have opportunities to contribute to important decisions in my department.	61	13	60	76
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	59	18	60	74
20	My supervisor/department chair actively solicits my suggestions and ideas.	67	14	67	79
22	Changes that affect me are discussed prior to being implemented.	45	23	45	63
42	Faculty, administration and staff are meaningfully involved in institutional planning.	42	20	44	69

# ModernThink Contact

Richard K. Boyer  
[rboyer@modernthink.com](mailto:rboyer@modernthink.com)  
302.764.4477



UNIVERSITY *of* NORTH CAROLINA WILMINGTON