Radford
UNIVERSITY

2023 Administrative and Professional Faculty Senate Morale Survey Report

Morale Survey Committee:

Ashlee Claud, President

Malinda Tasler, Vice President

Kay Johnson, Secretary

Sandra Bond, Past President

Tom Bennett, Senator

December 14, 2023

2023 Administrative and Professional Faculty Senate Morale Survey Report

In July 2023, the AP Faculty Senate conducted its third morale survey of AP Faculty. The survey was sent to 319 AP Faculty members, and we received 183 responses, for a response rate of 57%. This is a significant increase over the 2022 survey, in which we had a response rate of 50%.

For most questions, AP Faculty were asked to select whether they strongly agreed, agreed, disagreed, or strongly disagreed with statements. Respondents were allowed to skip any question or choose to answer "no response/not applicable." The main part of the survey was divided into six sections, with a text entry question at the end of each section. Below, the multiple-choice responses are summarized with the main themes for the text entry comments included in that section.

Recommendation: When reviewing the University's two-year strategic plan, there appear to be recurring themes in the AP morale survey that are consistent with goals related to repositioning resources for affordability and implementing an integrated workforce development model. Using the AP Morale survey (and potentially other Internal Governance surveys) to enhance the evaluation of these strategic plan metrics, we suggest the survey feedback be incorporated as it is directly from the constituents. This approach would provide the President with valuable insights from the constituents directly affected by the initiatives implemented to achieve the goals of the strategic plan. This gives opportunity to AP, staff, and faculty to offer honest feedback on the initiatives and allows them the ability to provide recommendations.

Section One: Job Security and Satisfaction (Questions 3-9)

The trends continue where AP Faculty find their roles to be rewarding and take pride in their work; however, nearly a quarter say they do not feel secure in their employment, and 45% feel their salary is unfair. When asked why AP Faculty would leave Radford University, the top factors include; better opportunities elsewhere, and job insecurity/contract renewal issues.

- Instability with Leadership
- Instability with the University
- Inequitable salaries and insufficient compensation for increased duties/responsibilities
- Increasing workloads
- Lack of growth opportunities

Section Two: Work-Life Balance (Questions 10-16)

Almost all respondents expressed satisfaction with their university benefits, though approximately one quarter did not feel comfortable taking time away from work. Work contributing positively to mental well-being continues to stay on trend, but almost half of the respondents say their work contributes negatively to their physical health, which is a nearly 10% increase from last year. Almost 30% of respondents spend 7 or more hours a week outside of their regular work schedule. This is a 6% increase from last year. The main reasons given were: to meet a deadline, workload is too large, and they are passionate about their work.

- High turnover, short-staffing, and increasing workloads result in poor work-life balance and burnout
- One-year contracts cause job insecurity and anxiety
- Competitive pay, salary compression and heavier workloads without additional compensation are concerns

Section Three: Professional Development (Questions (17-23)

Survey respondents express their supervisors support professional development; however, there isn't adequate funding to provide it. In addition, employees said they don't feel they can take time away from the office for professional development opportunities. In alignment with prior surveys, more than half of the respondents did not feel they could advance their careers while remaining at Radford University.

- Budget and workload constraints lead to individuals pursuing professional development on their own time
- Professional development is dependent on supervisor support, and while many supervisors support professional development, it is offered unequally
- It is necessary to leave Radford to advance in one's career

Section Four: Respect and Appreciation (Questions 24-30)

Individual respect in the workplace increased by 5%. One-third of survey respondents considered leaving the University because they felt isolated or unwelcomed. Overall respondents feel respected by their immediate co-workers for their expertise and as an individual. While respondents feel Radford University is welcoming and fair to employees, they do not feel respected by upper administration.

- Most respondents feel respected and valued within their team/department/division
- Outside of their area, respondents expressed issues with lack of respect, misinformation and feeling ignored
- Leadership doesn't respect/understand the workload which causes respondents to feel undervalued or overlooked

Section Five: Communication (Questions 31-36)

Half of respondents still agree that communication is timely and addressed their campus needs. Roughly 65% still agree they were included on relevant announcements. Overall, comments revealed different concerns.

- Communication with colleagues in their department are good, but silos and gatekeeping are problematic
- Upper management doesn't communicate well with employees in their areas. Respondents are not included in decisions that directly impact their job
- Important information, when shared, is often very late
- Post event information in one location besides just social media

Section Six: Leadership (Questions 37-44)

Respondents feel involvement in institutional planning has improved by 10%. Positive trends were seen in the leadership category with the exception of employee recognition, where nearly one-third of respondents feel their contributions are under-recognized.

- Hopeful about the direction from the President and new Vice Presidents
- Good relationship with my direct supervisor, but is non-existent up the ladder
- Many issues with supervisors could be improved with training

Additional Comments (Question 45):

The last question asked AP Faculty to share additional comments. The main themes we received are below.

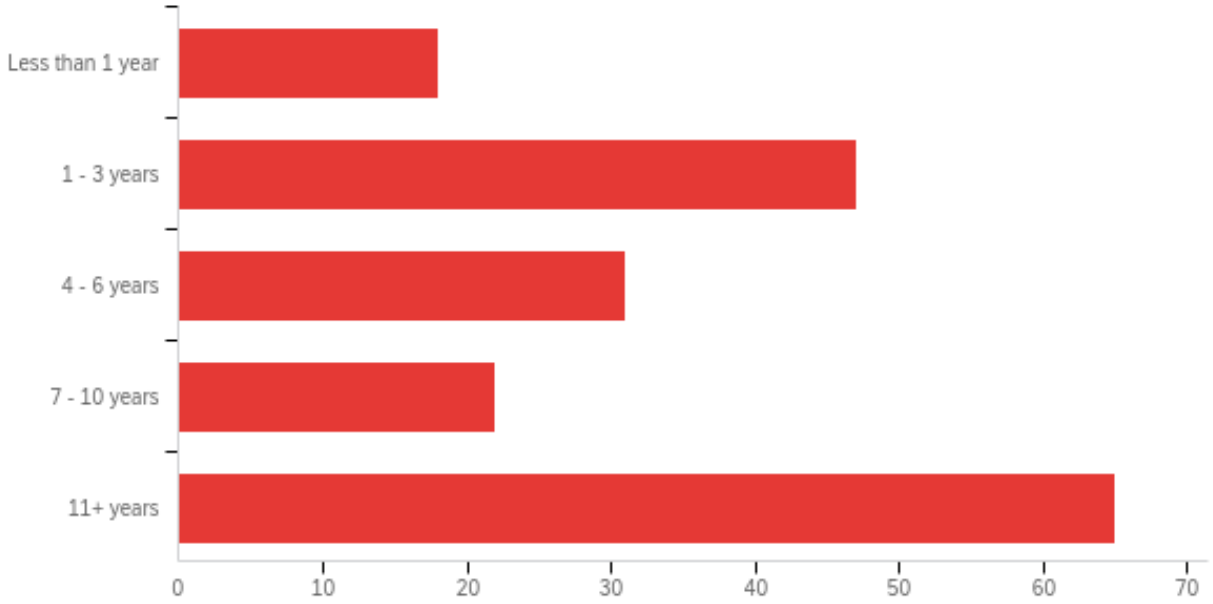
- There is still hope for positive changes with new leadership and investment in staff and students
- Happy and fulfilled employees = happy and returning students. Employee morale/workloads are threats to this formula
- We need more pride in Radford. People on the front lines should only be wearing Radford, not other college apparel
- There is concern about the recent retirement of individuals with a wealth of institutional knowledge, which, combined with turnover and staffing shortages, poses challenges

Default Report

Morale Survey - AP Senate 2023

September 21st 2023, 3:30 pm EDT

Q1 - How long have you worked at Radford University?



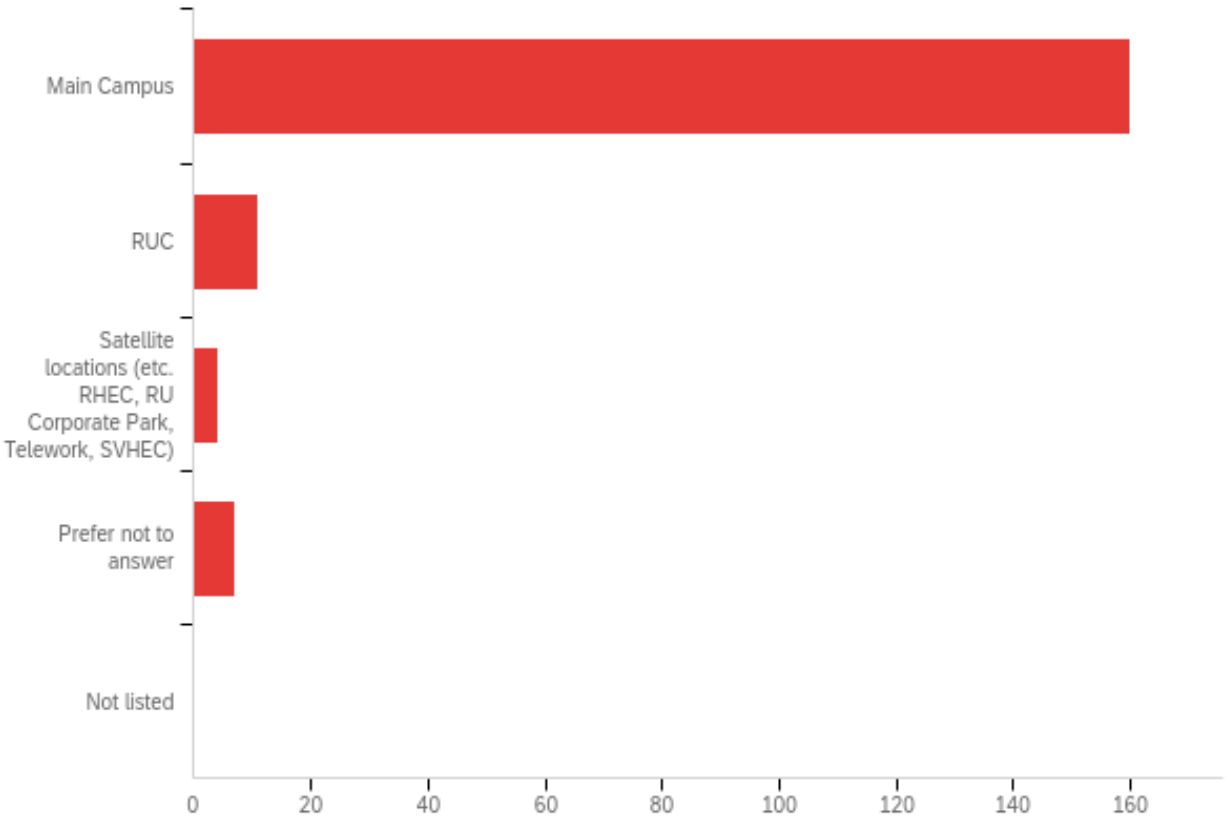
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How long have you worked at Radford University?	1.00	5.00	3.38	1.43	2.05	183

#	Answer	%	Count
1	Less than 1 year	9.84%	18
2	1 - 3 years	25.68%	47
3	4 - 6 years	16.94%	31
4	7 - 10 years	12.02%	22
5	11+ years	35.52%	65
	Total	100%	183

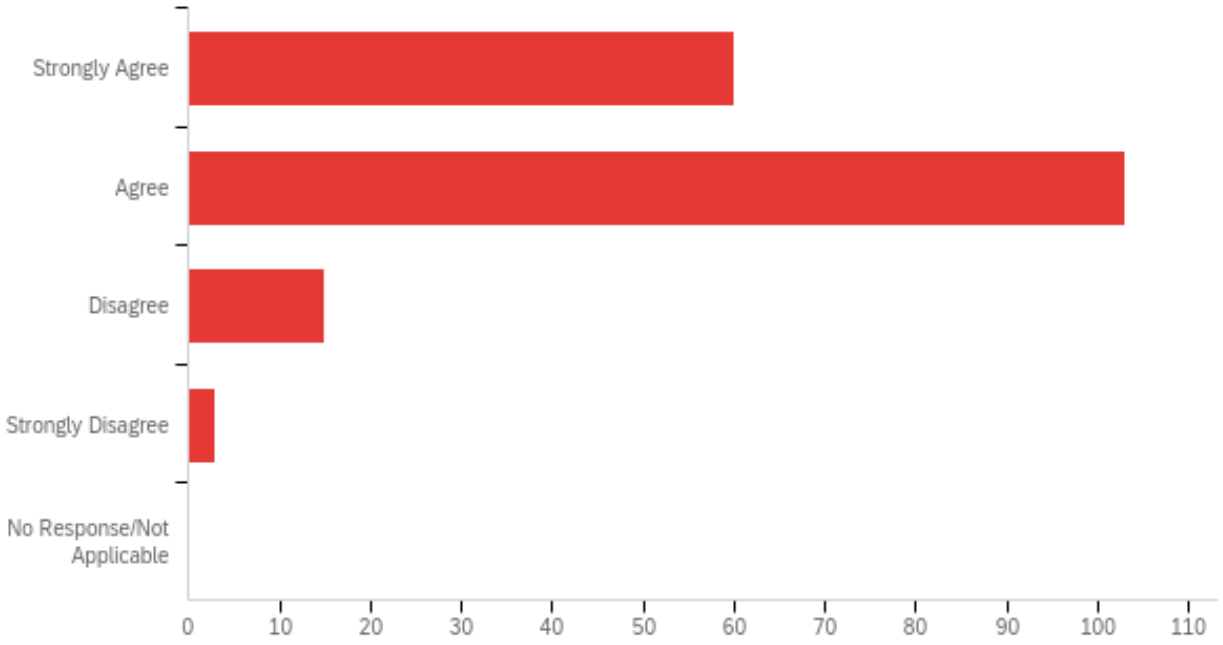
Q2 - At which Radford University campus do you most often work?

#	Answer	%	Count
5	Not listed	0.00%	0
4	Prefer not to answer	3.85%	7
3	Satellite locations (etc. RHEC, RU Corporate Park, Telework, SVHEC)	2.20%	4
2	RUC	6.04%	11
1	Main Campus	87.91%	160
	Total	100%	182

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	At which Radford University campus do you most often work? - Selected Choice	1.00	4.00	1.22	0.67	0.45	182



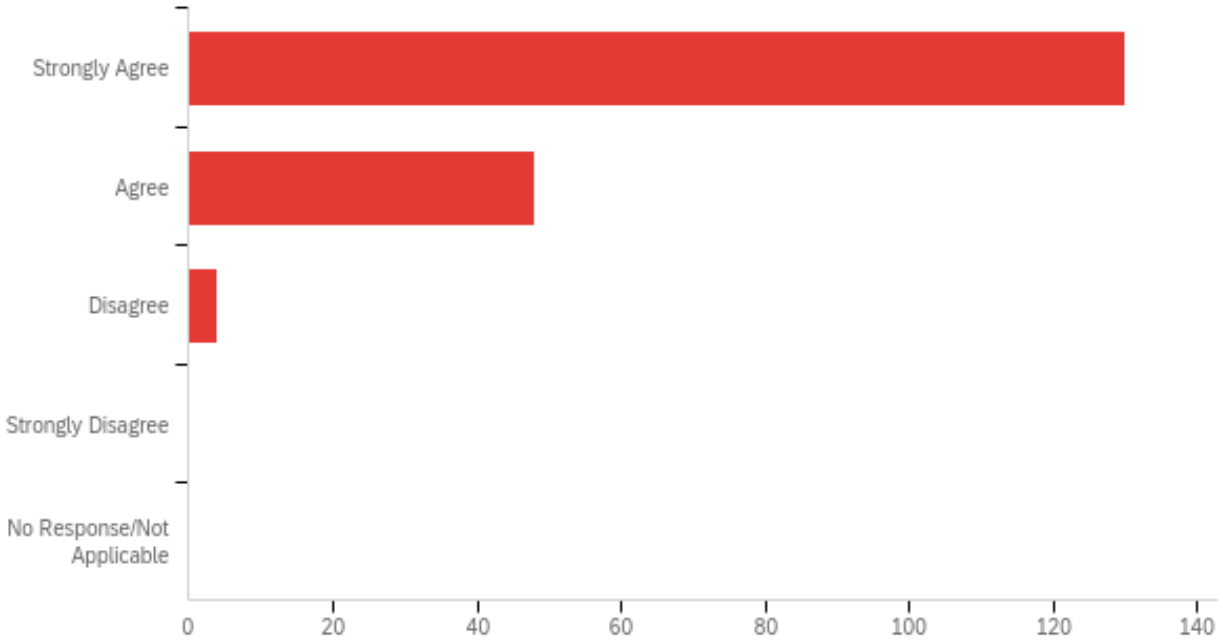
Q3 - I find my role and responsibilities to be rewarding.



#	Answer	%	Count
1	Strongly Agree	33.15%	60
2	Agree	56.91%	103
3	Disagree	8.29%	15
4	Strongly Disagree	1.66%	3
5	No Response/Not Applicable	0.00%	0
	Total	100%	181

#	Answer	%	Count
4	Strongly Disagree	1.66%	3
1	Strongly Agree	33.15%	60
5	No Response/Not Applicable	0.00%	0
3	Disagree	8.29%	15
2	Agree	56.91%	103
	Total	100%	181

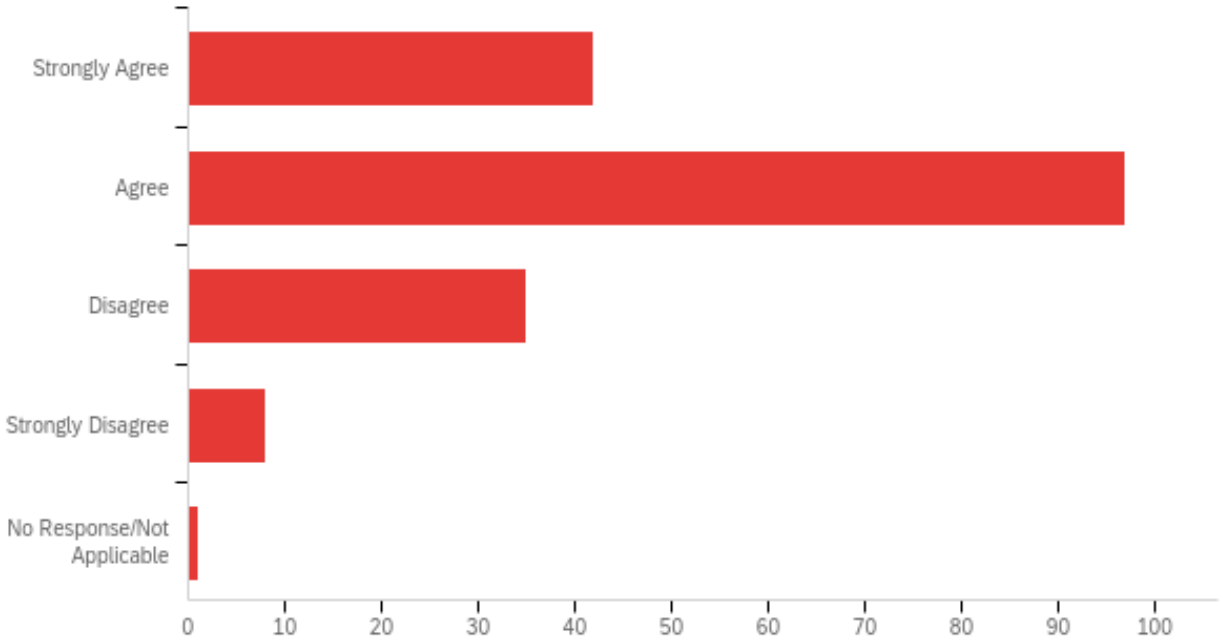
Q4 - I take pride in my work.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I take pride in my work.	1.00	3.00	1.31	0.51	0.26	182

#	Answer	%	Count
1	Strongly Agree	71.43%	130
2	Agree	26.37%	48
3	Disagree	2.20%	4
4	Strongly Disagree	0.00%	0
5	No Response/Not Applicable	0.00%	0
	Total	100%	182

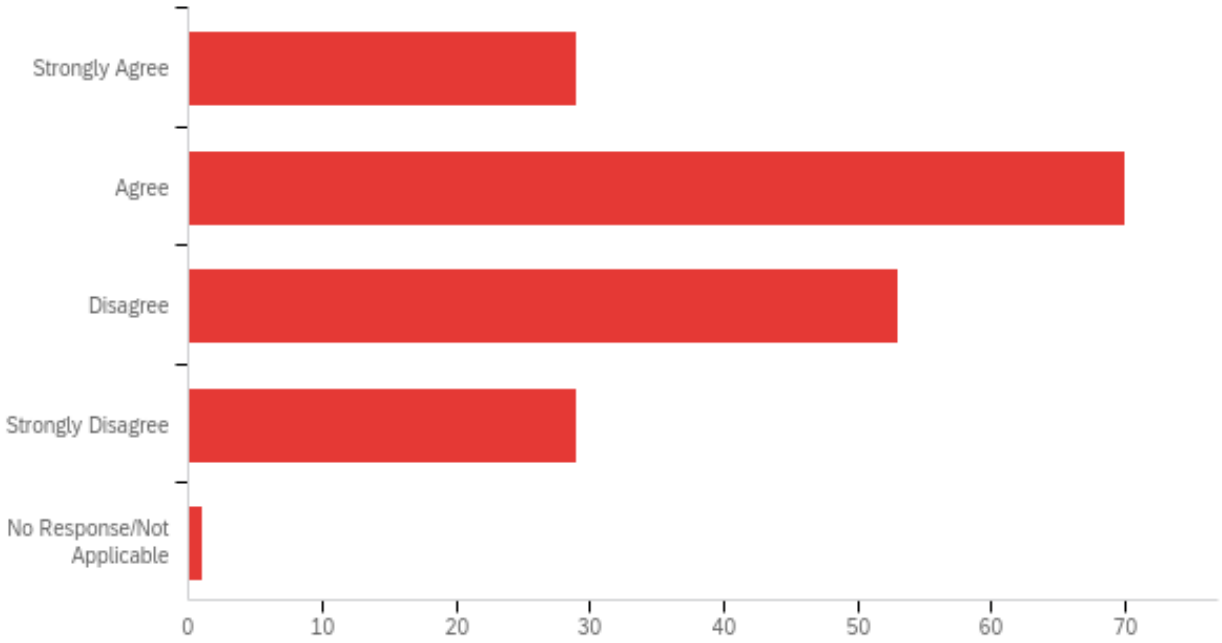
Q5 - I feel secure with my employment at Radford University.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I feel secure with my employment at Radford University.	1.00	5.00	2.07	0.80	0.64	183

#	Answer	%	Count
1	Strongly Agree	22.95%	42
2	Agree	53.01%	97
3	Disagree	19.13%	35
4	Strongly Disagree	4.37%	8
5	No Response/Not Applicable	0.55%	1
	Total	100%	183

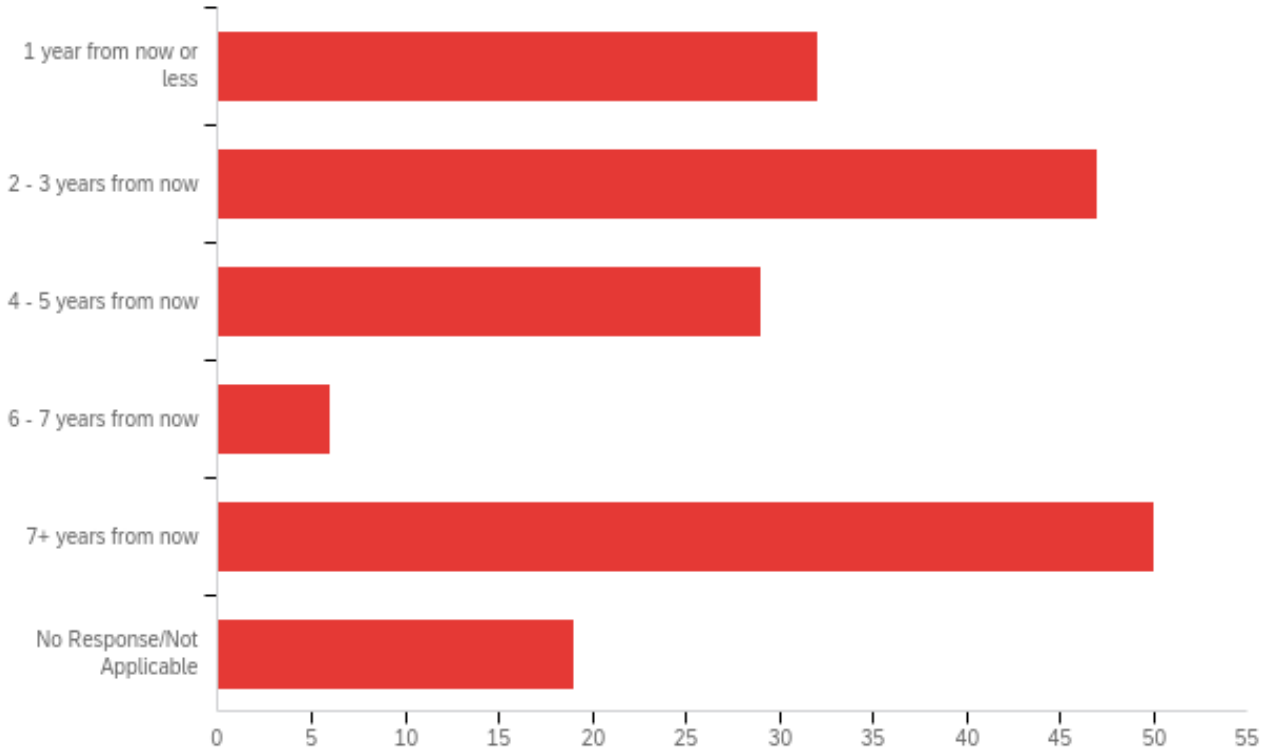
Q6 - My salary is fair and equitable.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My salary is fair and equitable.	1.00	5.00	2.47	0.96	0.92	182

#	Answer	%	Count
1	Strongly Agree	15.93%	29
2	Agree	38.46%	70
3	Disagree	29.12%	53
4	Strongly Disagree	15.93%	29
5	No Response/Not Applicable	0.55%	1
	Total	100%	182

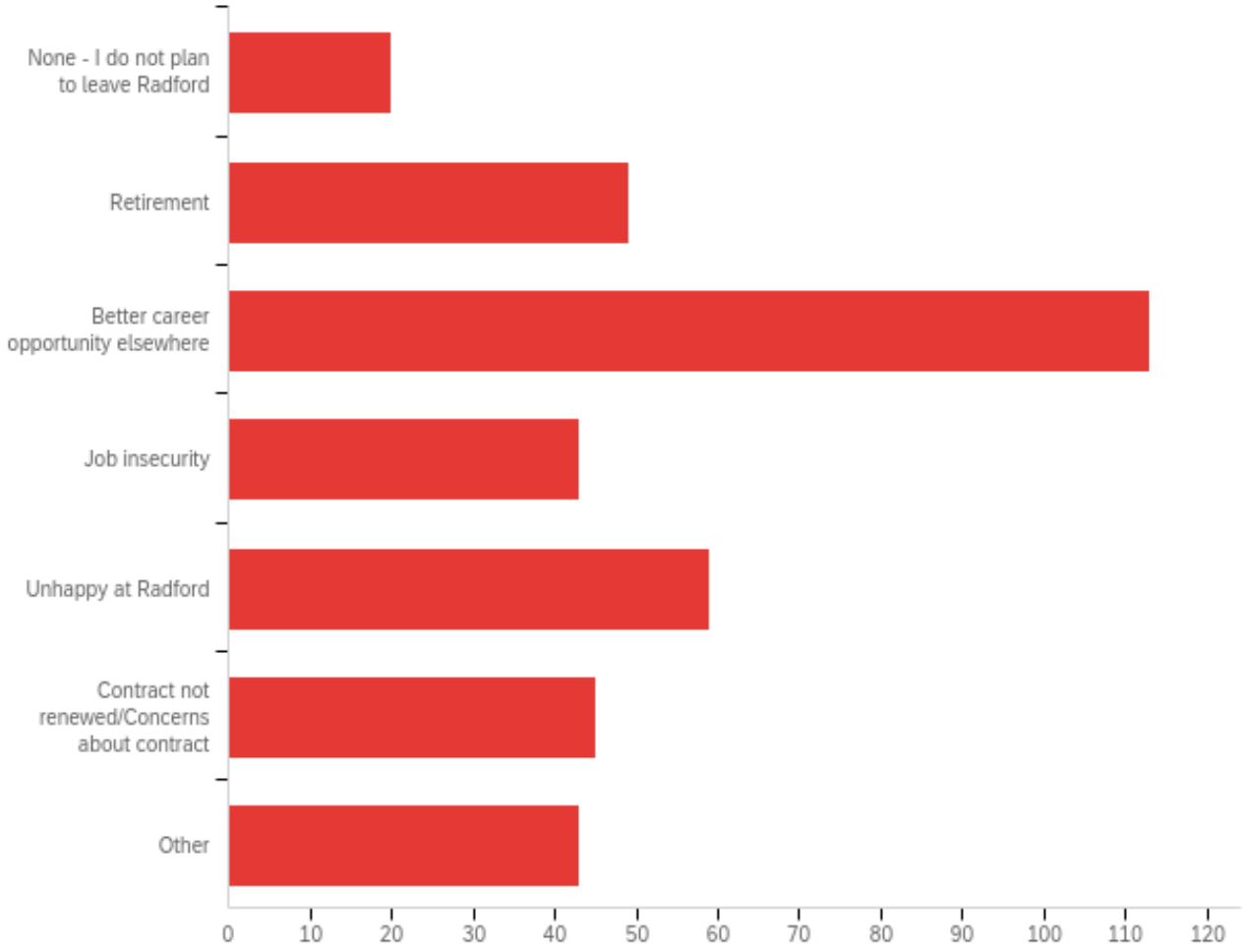
Q7 - I plan to be working at Radford University:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I plan to be working at Radford University:	1.00	6.00	3.28	1.71	2.94	183

#	Answer	%	Count
1	1 year from now or less	17.49%	32
2	2 - 3 years from now	25.68%	47
3	4 - 5 years from now	15.85%	29
4	6 - 7 years from now	3.28%	6
5	7+ years from now	27.32%	50
6	No Response/Not Applicable	10.38%	19
	Total	100%	183

Q8 - What factor/s would influence your decision to leave Radford University. Choose all that apply.



#	Answer	%	Count
1	None - I do not plan to leave Radford	5.38%	20
2	Retirement	13.17%	49
3	Better career opportunity elsewhere	30.38%	113
4	Job insecurity	11.56%	43
5	Unhappy at Radford	15.86%	59
6	Contract not renewed/Concerns about contract	12.10%	45
7	Other	11.56%	43
	Total	100%	372

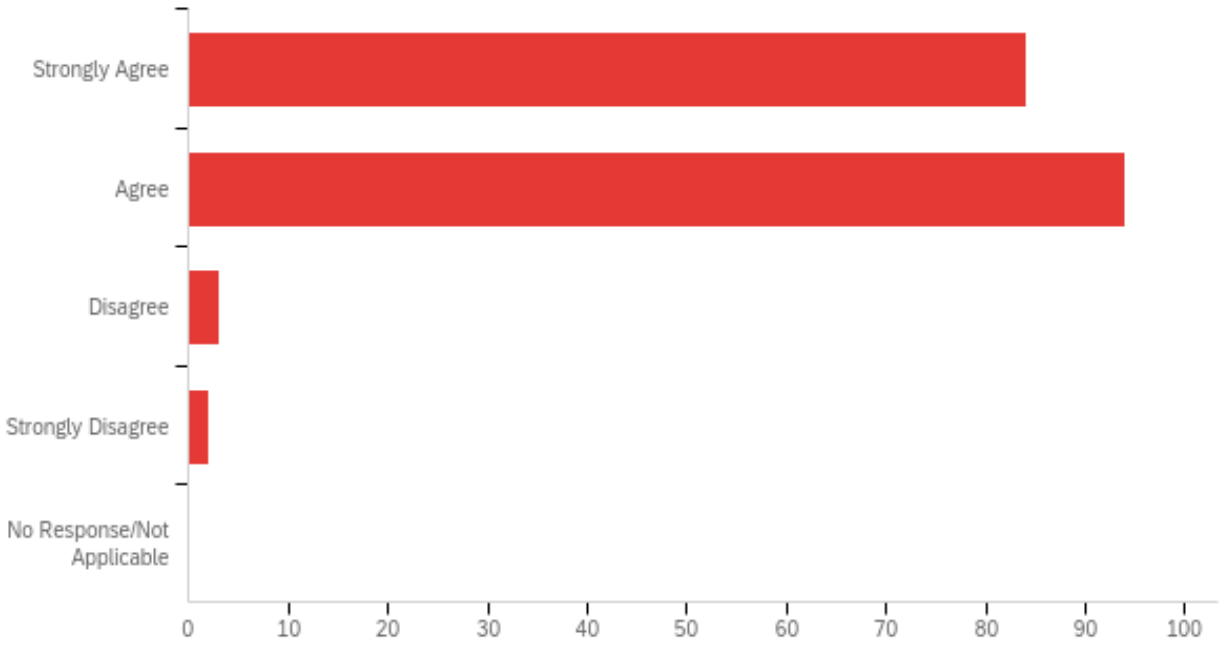
Q8_7_TEXT – Other

Text REDACTED

Q9 - Other comments about Job Security and Satisfaction.

Other comments about Job Security and Satisfaction. REDACTED

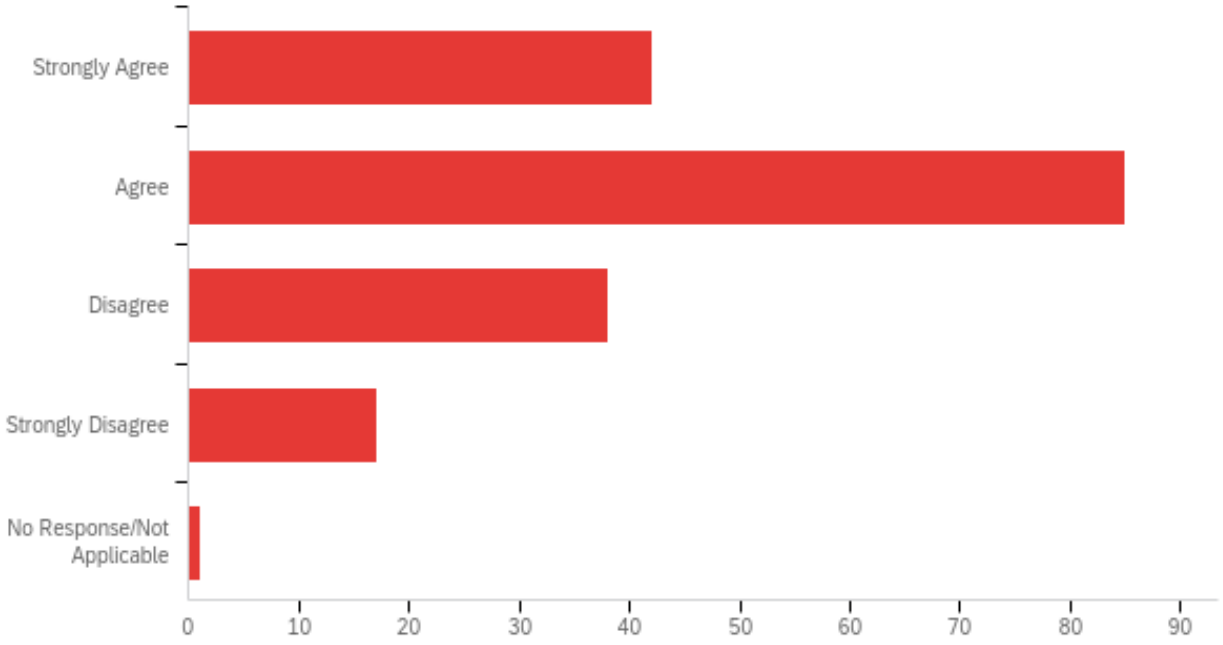
Q10 - Overall, my university benefits (health insurance, leave, etc.) meet my needs.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Overall, my university benefits (health insurance, leave, etc.) meet my needs.	1.00	4.00	1.58	0.58	0.34	183

#	Answer	%	Count
1	Strongly Agree	45.90%	84
2	Agree	51.37%	94
3	Disagree	1.64%	3
4	Strongly Disagree	1.09%	2
5	No Response/Not Applicable	0.00%	0
	Total	100%	183

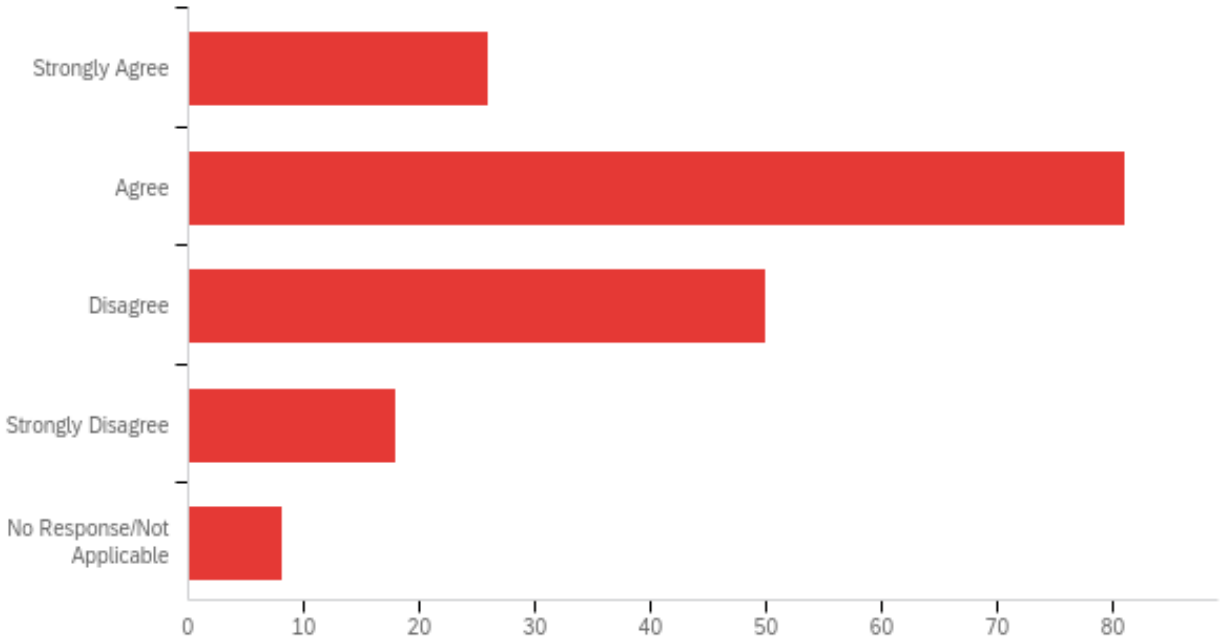
Q11 - I am comfortable taking time away from work to meet outside needs and responsibilities.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am comfortable taking time away from work to meet outside needs and responsibilities.	1.00	5.00	2.18	0.91	0.83	183

#	Answer	%	Count
1	Strongly Agree	22.95%	42
2	Agree	46.45%	85
3	Disagree	20.77%	38
4	Strongly Disagree	9.29%	17
5	No Response/Not Applicable	0.55%	1
	Total	100%	183

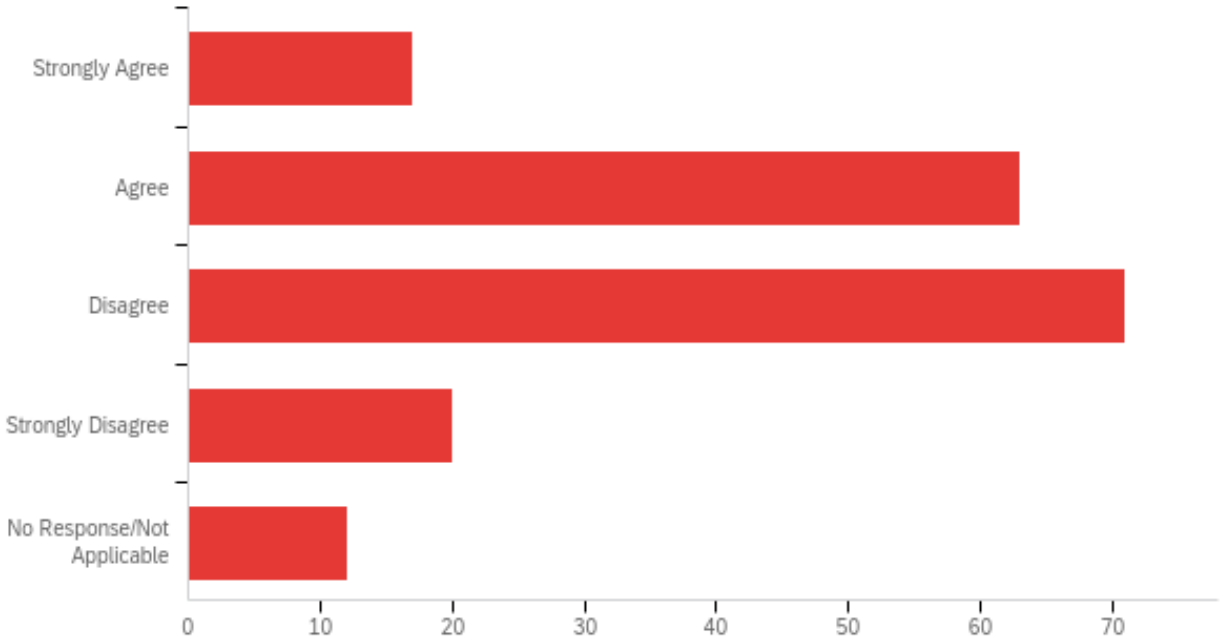
Q12 - My work contributes positively to my overall mental well-being.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My work contributes positively to my overall mental well-being.	1.00	5.00	2.46	1.00	0.99	183

#	Answer	%	Count
1	Strongly Agree	14.21%	26
2	Agree	44.26%	81
3	Disagree	27.32%	50
4	Strongly Disagree	9.84%	18
5	No Response/Not Applicable	4.37%	8
	Total	100%	183

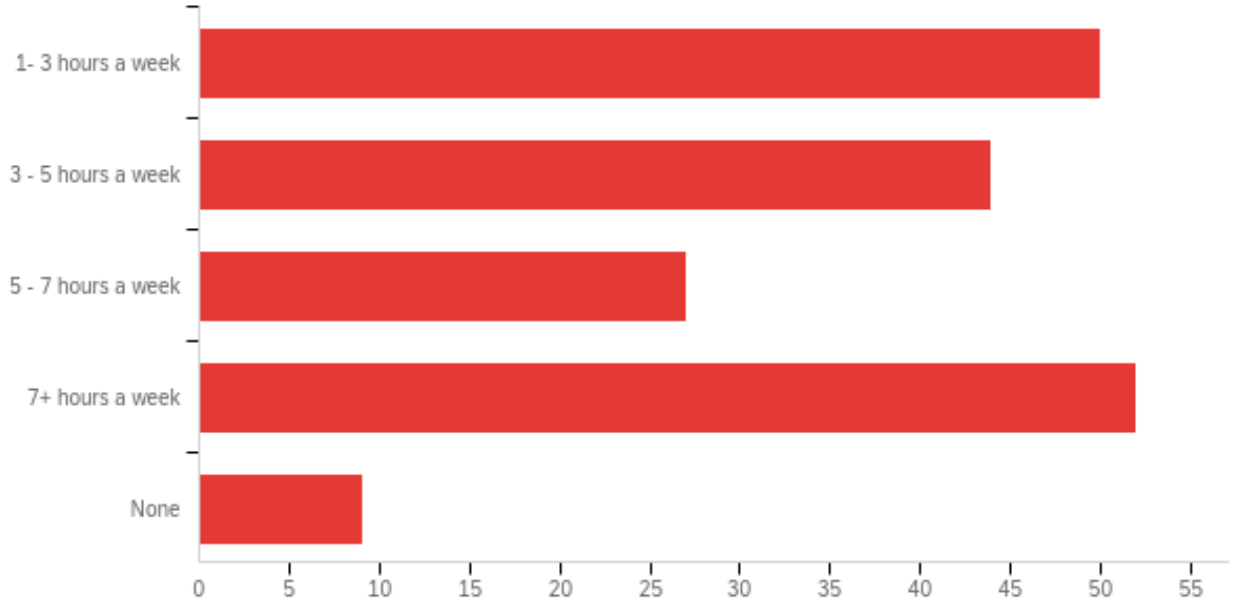
Q13 - My work contributes positively to my overall physical well-being.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My work contributes positively to my overall physical well-being.	1.00	5.00	2.71	1.00	1.00	183

#	Answer	%	Count
1	Strongly Agree	9.29%	17
2	Agree	34.43%	63
3	Disagree	38.80%	71
4	Strongly Disagree	10.93%	20
5	No Response/Not Applicable	6.56%	12
	Total	100%	183

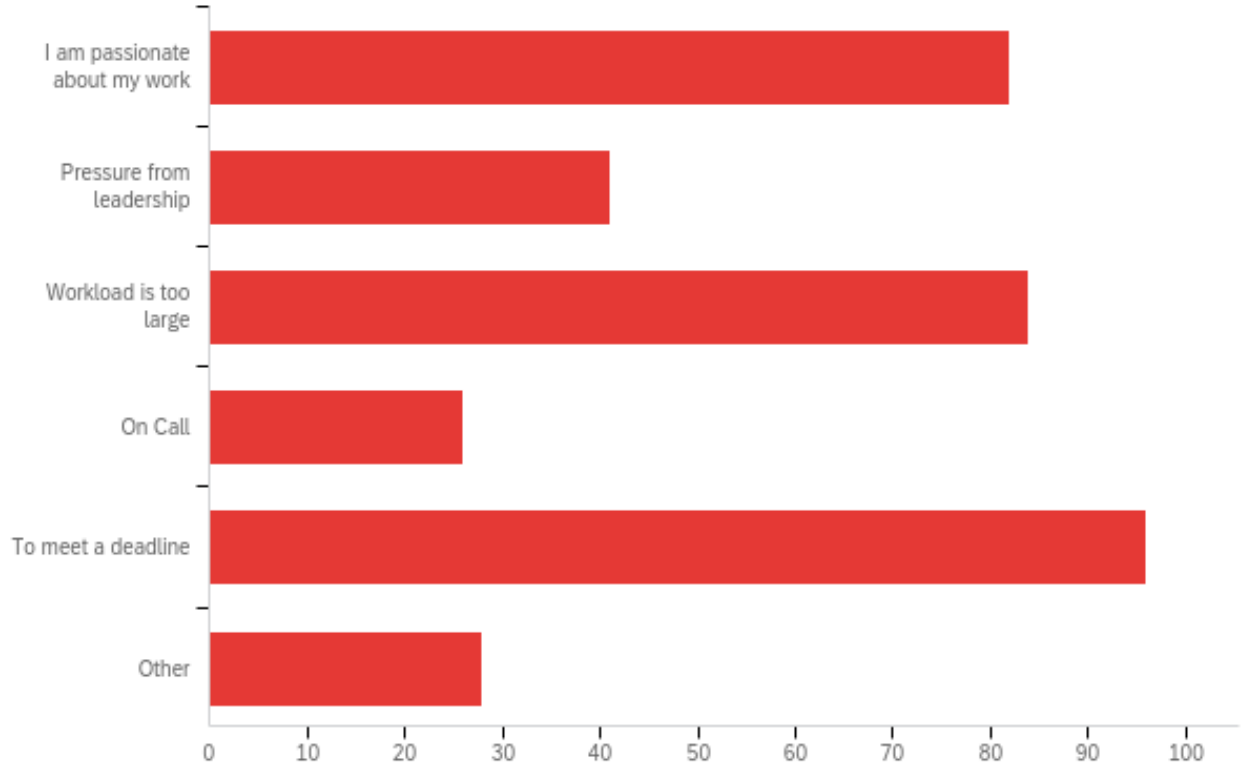
Q14 - On average, how much time do you spend on work tasks outside of your typical work schedule?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	On average, how much time do you spend on work tasks outside of your typical work schedule?	1.00	5.00	2.59	1.29	1.66	182

#	Answer	%	Count
1	1- 3 hours a week	27.47%	50
2	3 - 5 hours a week	24.18%	44
3	5 - 7 hours a week	14.84%	27
4	7+ hours a week	28.57%	52
5	None	4.95%	9
	Total	100%	182

Q15 - When you spend time on work tasks outside of the normal 40-hour week, what is/are the primary reason/s? Choose all that apply:



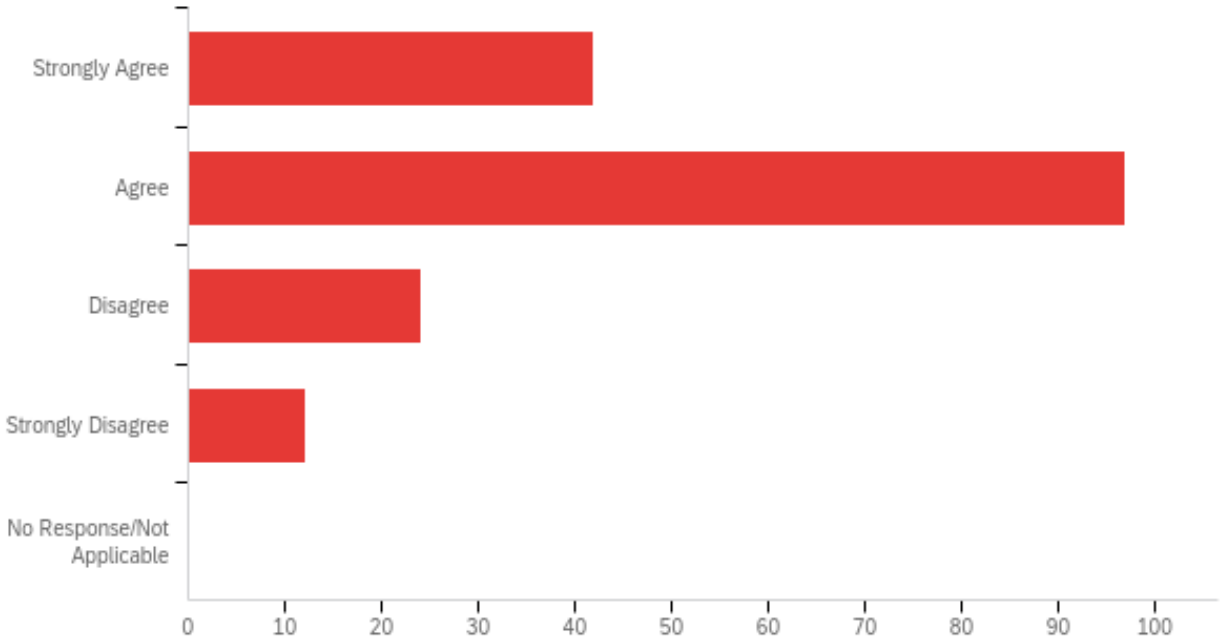
#	Answer	%	Count
1	I am passionate about my work	22.97%	82
2	Pressure from leadership	11.48%	41
3	Workload is too large	23.53%	84
4	On Call	7.28%	26
5	To meet a deadline	26.89%	96
6	Other	7.84%	28
	Total	100%	357

Q14_6_TEXT - Other Text REDACTED

Q16 - Other comments about Work-Life balance.

Other comments about Work-Life balance. REDACTED

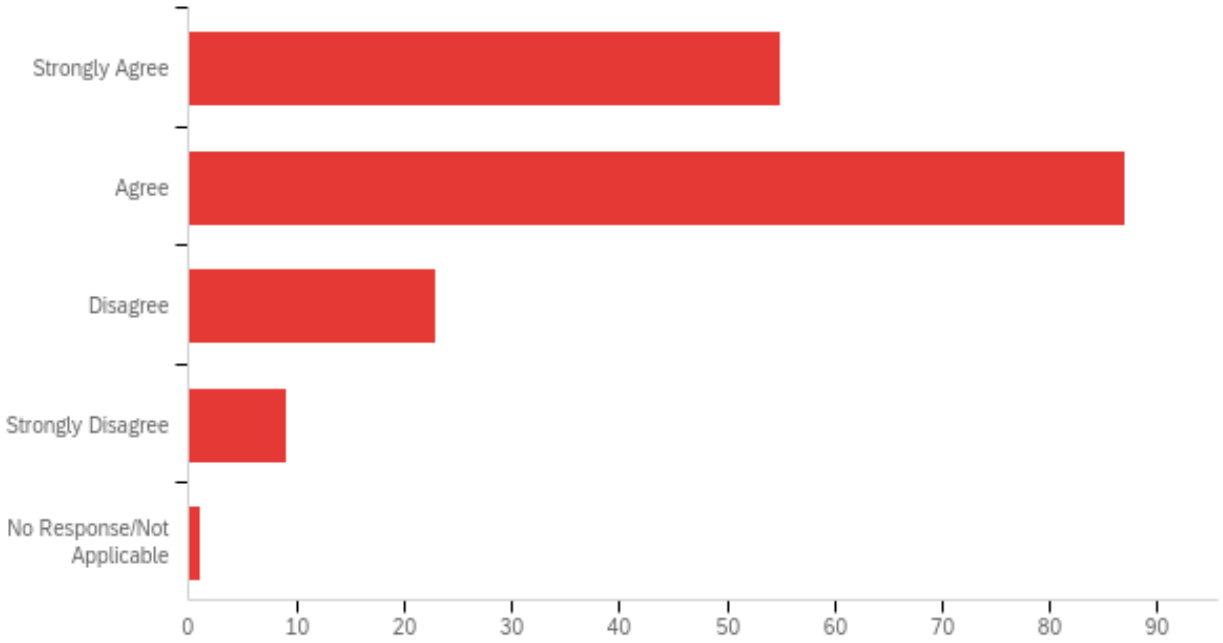
Q17 - I am given the opportunity to develop skills related to my career.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am given the opportunity to develop skills related to my career.	1.00	4.00	2.03	0.81	0.65	175

#	Answer	%	Count
1	Strongly Agree	24.00%	42
2	Agree	55.43%	97
3	Disagree	13.71%	24
4	Strongly Disagree	6.86%	12
5	No Response/Not Applicable	0.00%	0
	Total	100%	175

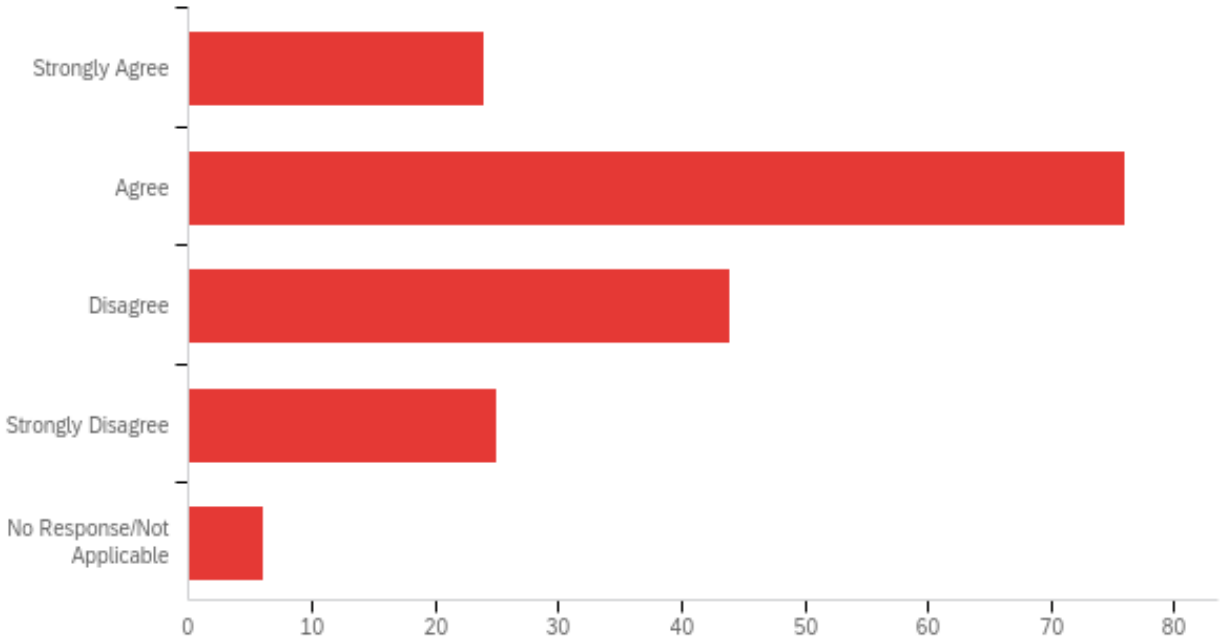
Q18 - I am connected to best practices and industry trends related to my profession.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am connected to best practices and industry trends related to my profession.	1.00	5.00	1.94	0.84	0.70	175

#	Answer	%	Count
1	Strongly Agree	31.43%	55
2	Agree	49.71%	87
3	Disagree	13.14%	23
4	Strongly Disagree	5.14%	9
5	No Response/Not Applicable	0.57%	1
	Total	100%	175

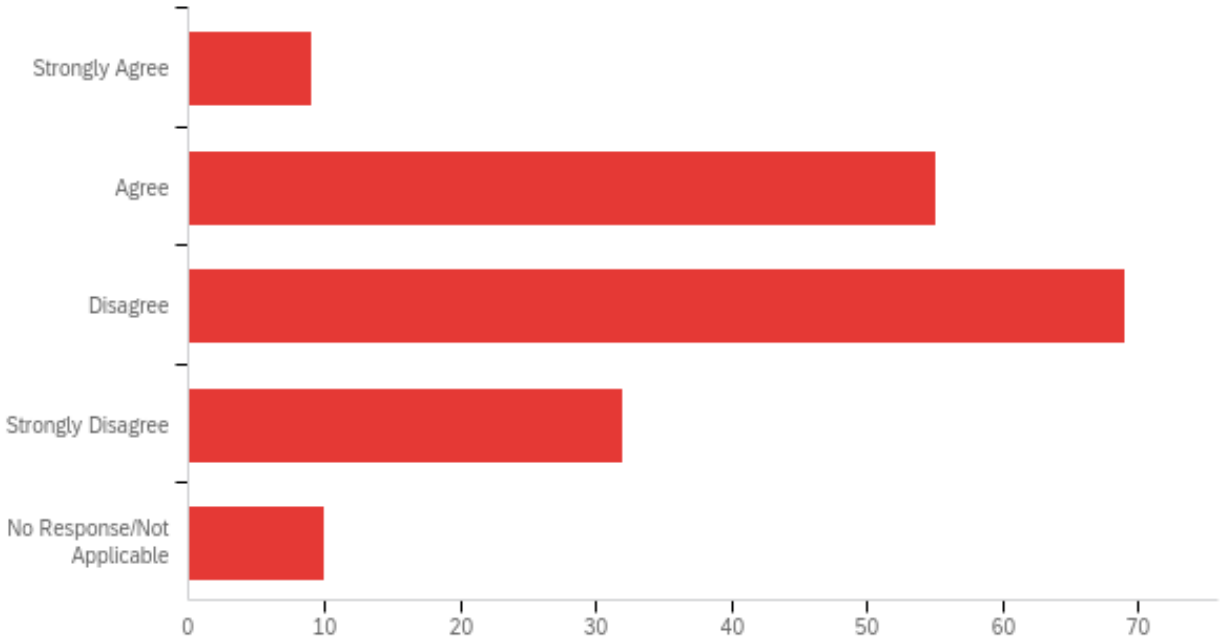
Q19 - My department has adequate funding for my professional development.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My department has adequate funding for my professional development.	1.00	5.00	2.50	1.01	1.02	175

#	Answer	%	Count
1	Strongly Agree	13.71%	24
2	Agree	43.43%	76
3	Disagree	25.14%	44
4	Strongly Disagree	14.29%	25
5	No Response/Not Applicable	3.43%	6
	Total	100%	175

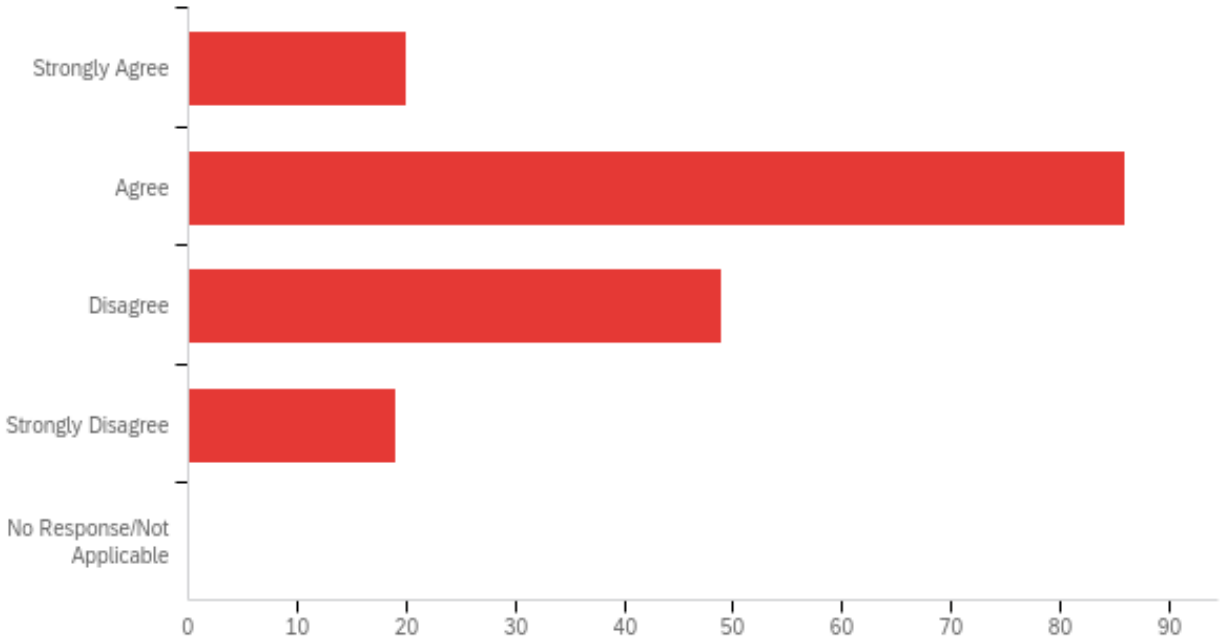
Q20 - I can advance in my career while remaining at Radford University.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I can advance in my career while remaining at Radford University.	1.00	5.00	2.88	0.96	0.92	175

#	Answer	%	Count
1	Strongly Agree	5.14%	9
2	Agree	31.43%	55
3	Disagree	39.43%	69
4	Strongly Disagree	18.29%	32
5	No Response/Not Applicable	5.71%	10
	Total	100%	175

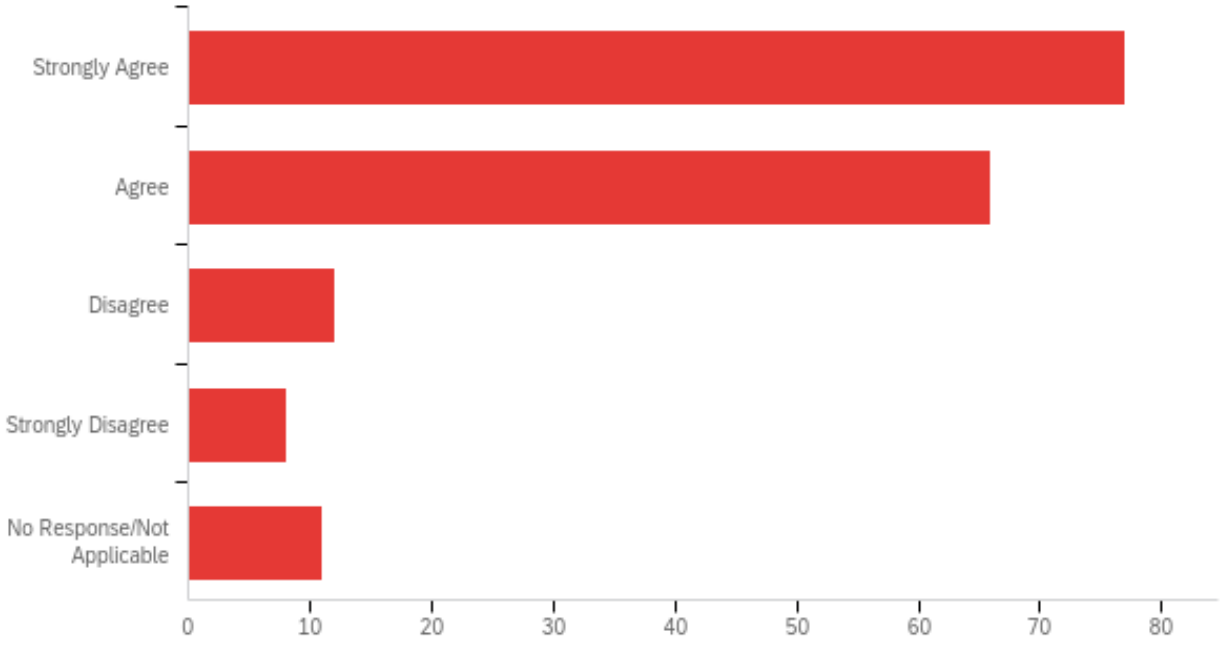
Q21 - My department has adequate resources for me to be effective in my job.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My department has adequate resources for me to be effective in my job.	1.00	4.00	2.39	0.83	0.69	174

#	Answer	%	Count
1	Strongly Agree	11.49%	20
2	Agree	49.43%	86
3	Disagree	28.16%	49
4	Strongly Disagree	10.92%	19
5	No Response/Not Applicable	0.00%	0
	Total	100%	174

Q22 - My supervisor supports and gives me the time for training and professional development.



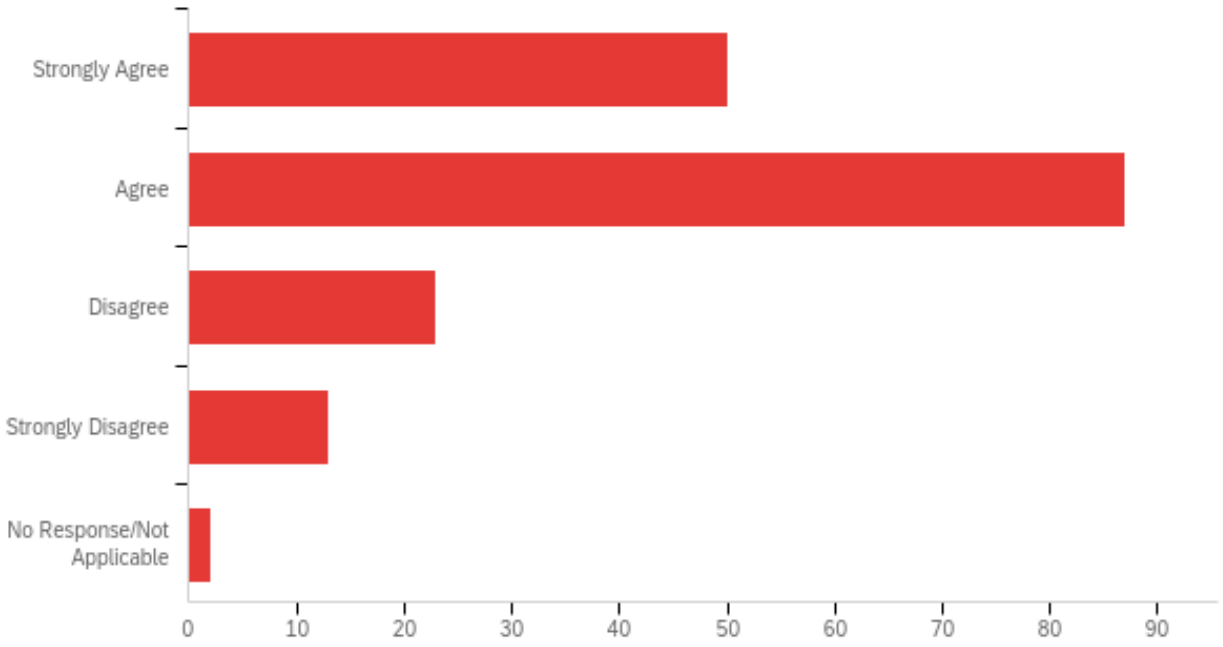
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My supervisor supports and gives me the time for training and professional development.	1.00	5.00	1.91	1.12	1.26	174

#	Answer	%	Count
1	Strongly Agree	44.25%	77
2	Agree	37.93%	66
3	Disagree	6.90%	12
4	Strongly Disagree	4.60%	8
5	No Response/Not Applicable	6.32%	11
	Total	100%	174

Q23 - Other comments about Professional Development.

Other comments about Professional Development. REDACTED

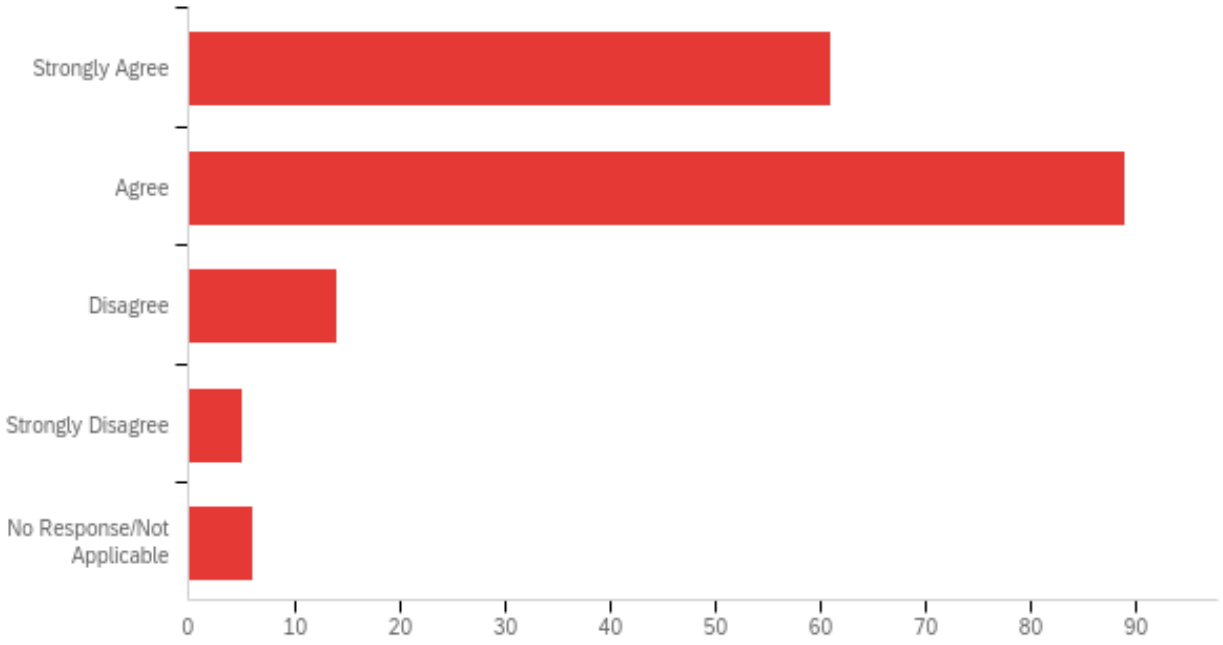
Q24 - My knowledge and expertise are valued and respected.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My knowledge and expertise are valued and respected.	1.00	5.00	2.03	0.90	0.82	175

#	Answer	%	Count
1	Strongly Agree	28.57%	50
2	Agree	49.71%	87
3	Disagree	13.14%	23
4	Strongly Disagree	7.43%	13
5	No Response/Not Applicable	1.14%	2
	Total	100%	175

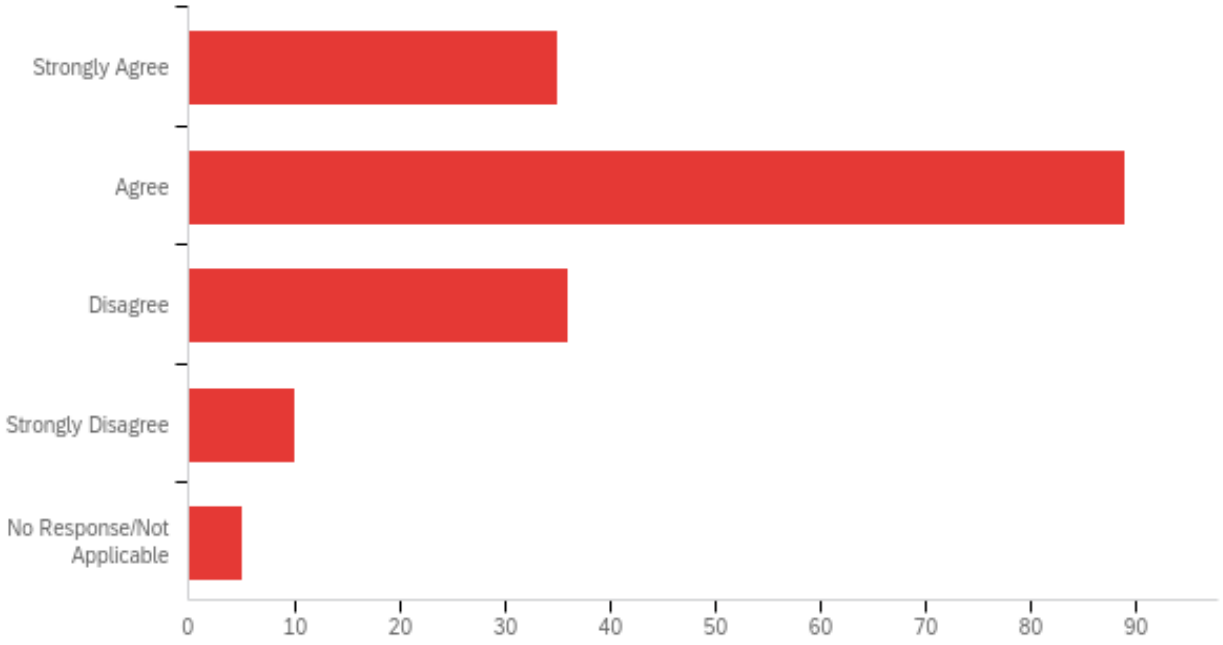
Q25 - As an individual I am respected in the workplace.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	As an individual I am respected in the workplace.	1.00	5.00	1.89	0.92	0.84	175

#	Answer	%	Count
1	Strongly Agree	34.86%	61
2	Agree	50.86%	89
3	Disagree	8.00%	14
4	Strongly Disagree	2.86%	5
5	No Response/Not Applicable	3.43%	6
	Total	100%	175

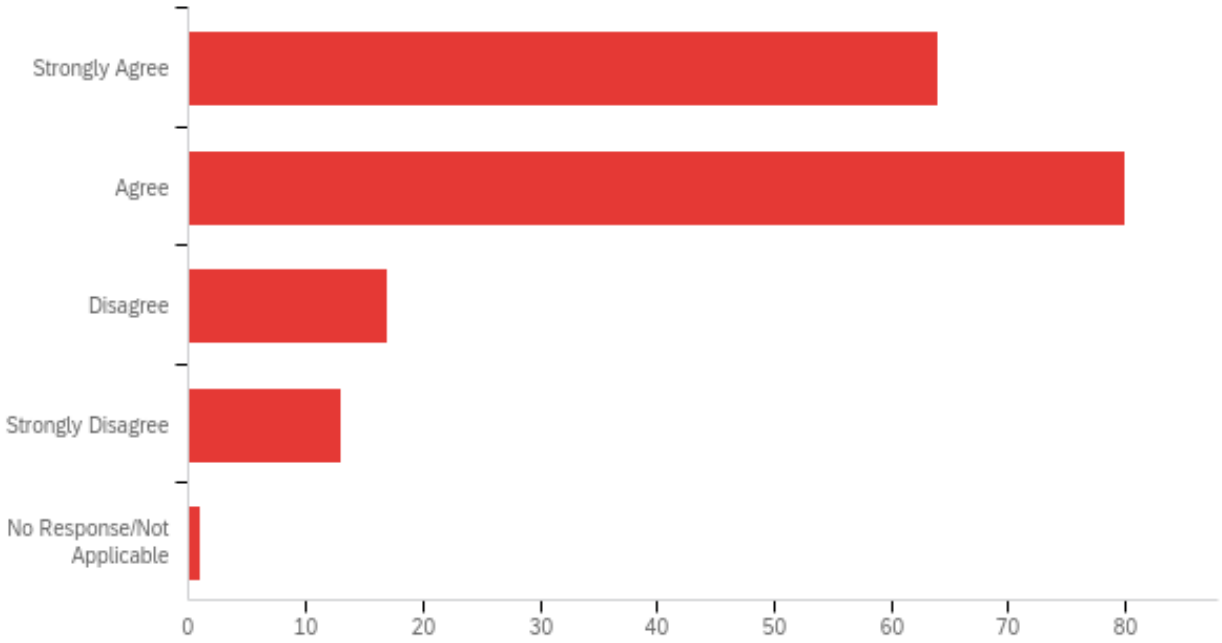
Q26 - Radford University makes a concerted effort to create a welcoming and fair environment for all its employees.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Radford University makes a concerted effort to create a welcoming and fair environment for all its employees.	1.00	5.00	2.21	0.92	0.85	175

#	Answer	%	Count
1	Strongly Agree	20.00%	35
2	Agree	50.86%	89
3	Disagree	20.57%	36
4	Strongly Disagree	5.71%	10
5	No Response/Not Applicable	2.86%	5
	Total	100%	175

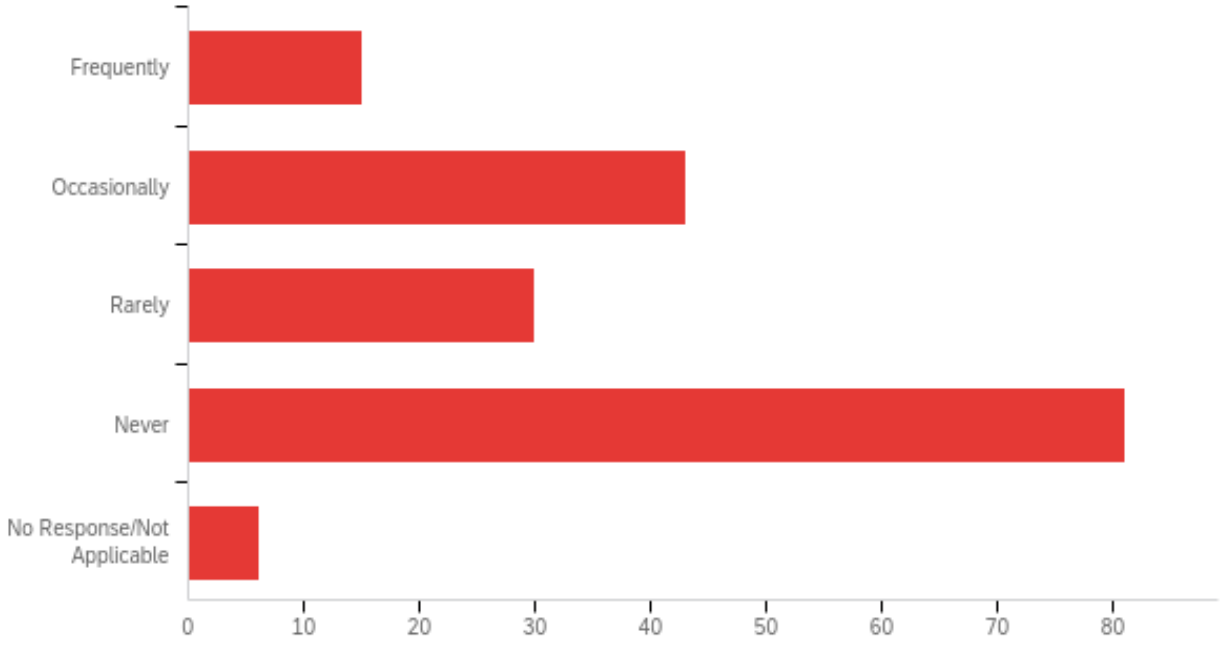
Q27 - I have the autonomy to complete my job responsibilities effectively.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I have the autonomy to complete my job responsibilities effectively.	1.00	5.00	1.90	0.89	0.80	175

#	Answer	%	Count
1	Strongly Agree	36.57%	64
2	Agree	45.71%	80
3	Disagree	9.71%	17
4	Strongly Disagree	7.43%	13
5	No Response/Not Applicable	0.57%	1
	Total	100%	175

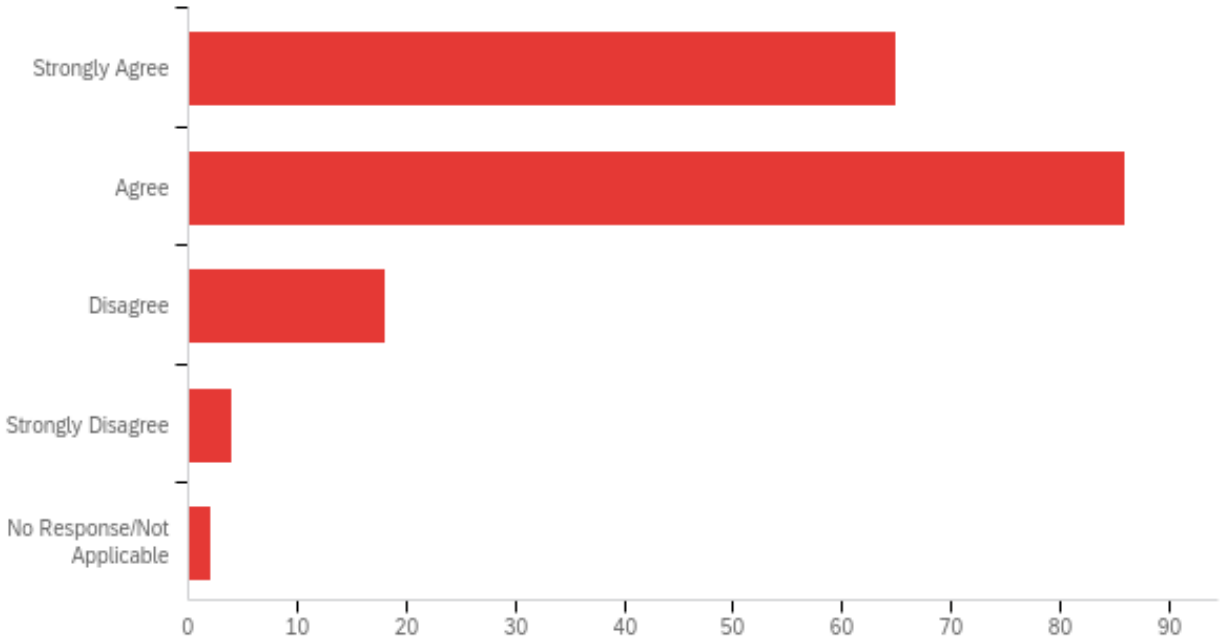
Q28 - I have considered leaving Radford University because I have felt isolated or unwelcomed.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I have considered leaving Radford University because I have felt isolated or unwelcomed.	1.00	5.00	3.11	1.08	1.18	175

#	Answer	%	Count
1	Frequently	8.57%	15
2	Occasionally	24.57%	43
3	Rarely	17.14%	30
4	Never	46.29%	81
5	No Response/Not Applicable	3.43%	6
	Total	100%	175

Q29 - The people I work with treat each other with respect.



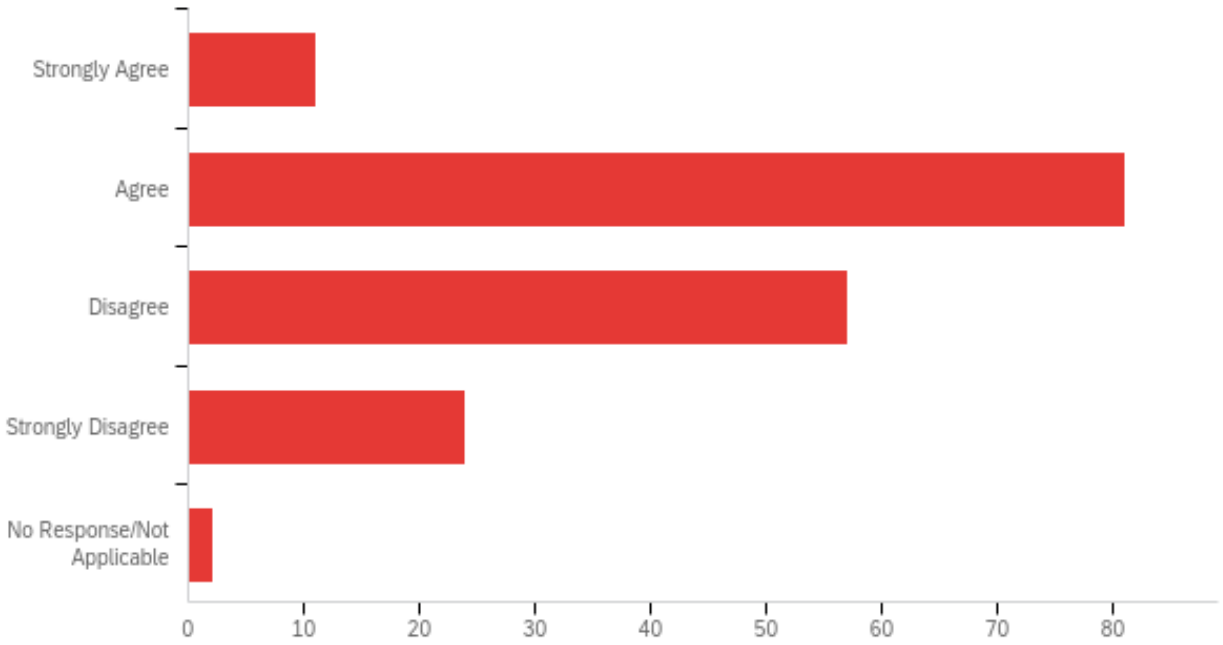
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The people I work with treat each other with respect.	1.00	5.00	1.81	0.80	0.63	175

#	Answer	%	Count
1	Strongly Agree	37.14%	65
2	Agree	49.14%	86
3	Disagree	10.29%	18
4	Strongly Disagree	2.29%	4
5	No Response/Not Applicable	1.14%	2
	Total	100%	175

Q30 - Other comments about Respect in the Workplace.

Other comments about Respect in the Workplace. REDACTED

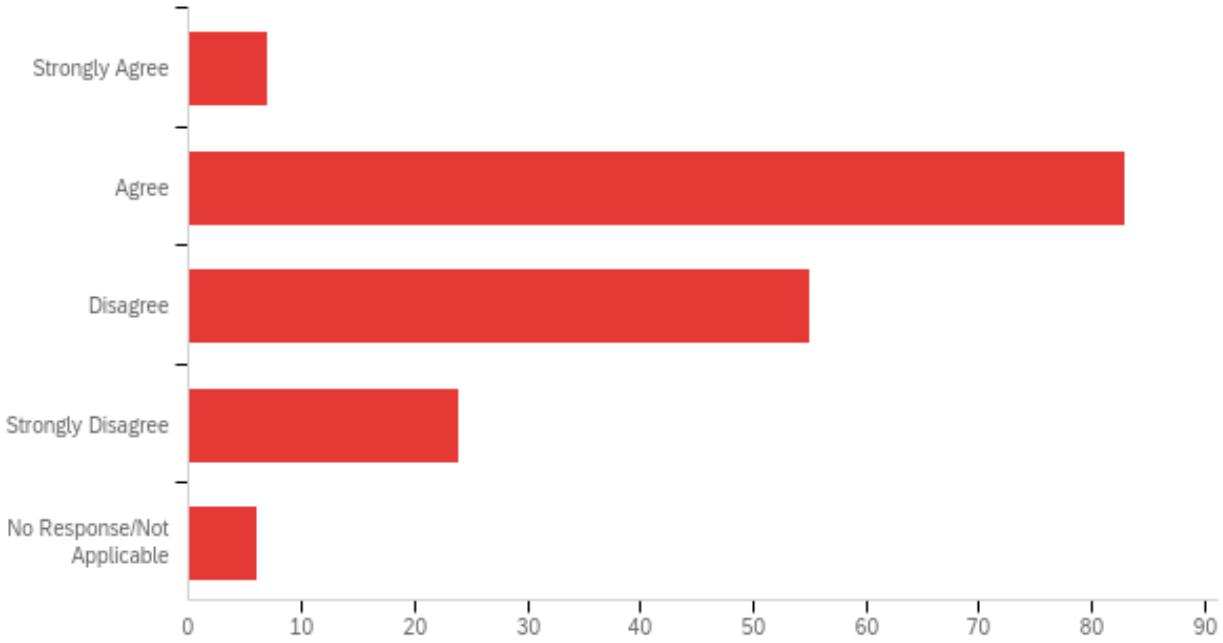
Q31 - University administration communicates openly about important matters.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	University administration communicates openly about important matters.	1.00	5.00	2.57	0.84	0.71	175

#	Answer	%	Count
1	Strongly Agree	6.29%	11
2	Agree	46.29%	81
3	Disagree	32.57%	57
4	Strongly Disagree	13.71%	24
5	No Response/Not Applicable	1.14%	2
	Total	100%	175

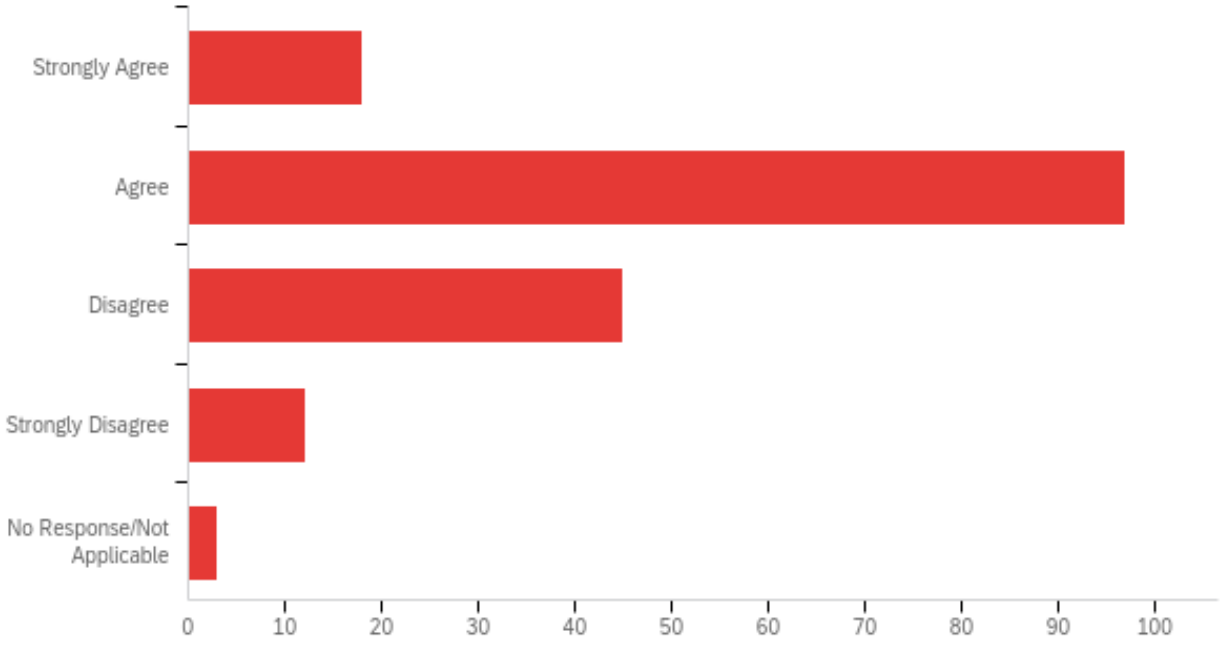
Q32 - Institutional information is communicated in a timely manner.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Institutional information is communicated in a timely manner.	1.00	5.00	2.65	0.89	0.79	175

#	Answer	%	Count
1	Strongly Agree	4.00%	7
2	Agree	47.43%	83
3	Disagree	31.43%	55
4	Strongly Disagree	13.71%	24
5	No Response/Not Applicable	3.43%	6
	Total	100%	175

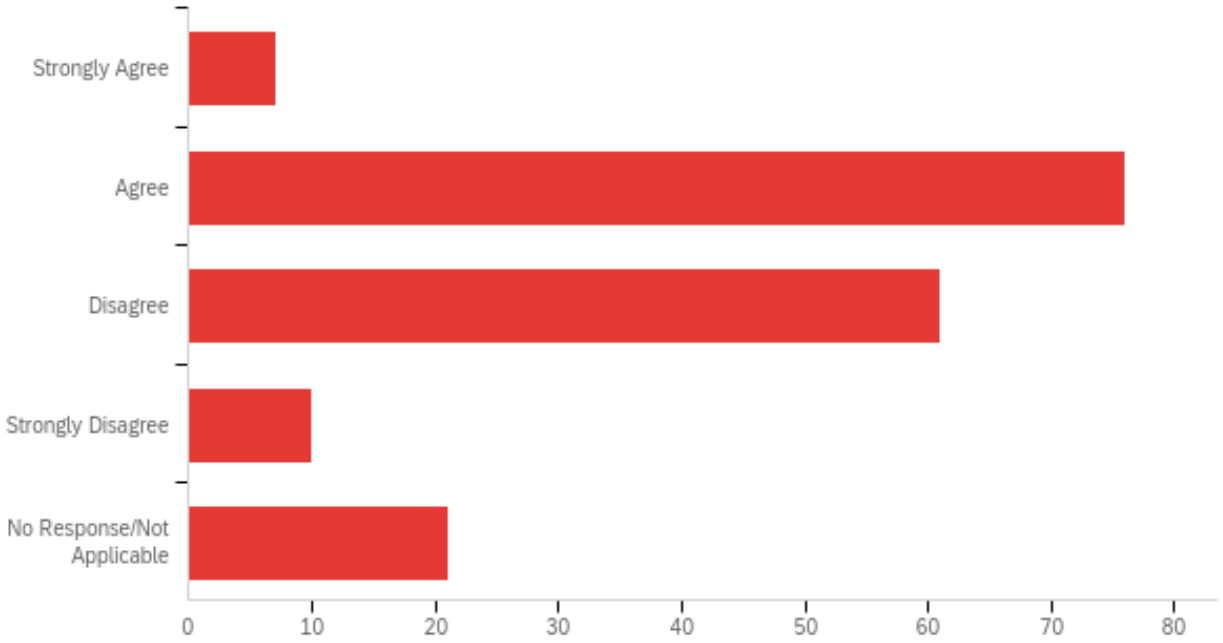
Q33 - I am included on announcements of institutional information that is relevant to me and my job.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am included on announcements of institutional information that is relevant to me and my job.	1.00	5.00	2.34	0.82	0.67	175

#	Answer	%	Count
1	Strongly Agree	10.29%	18
2	Agree	55.43%	97
3	Disagree	25.71%	45
4	Strongly Disagree	6.86%	12
5	No Response/Not Applicable	1.71%	3
	Total	100%	175

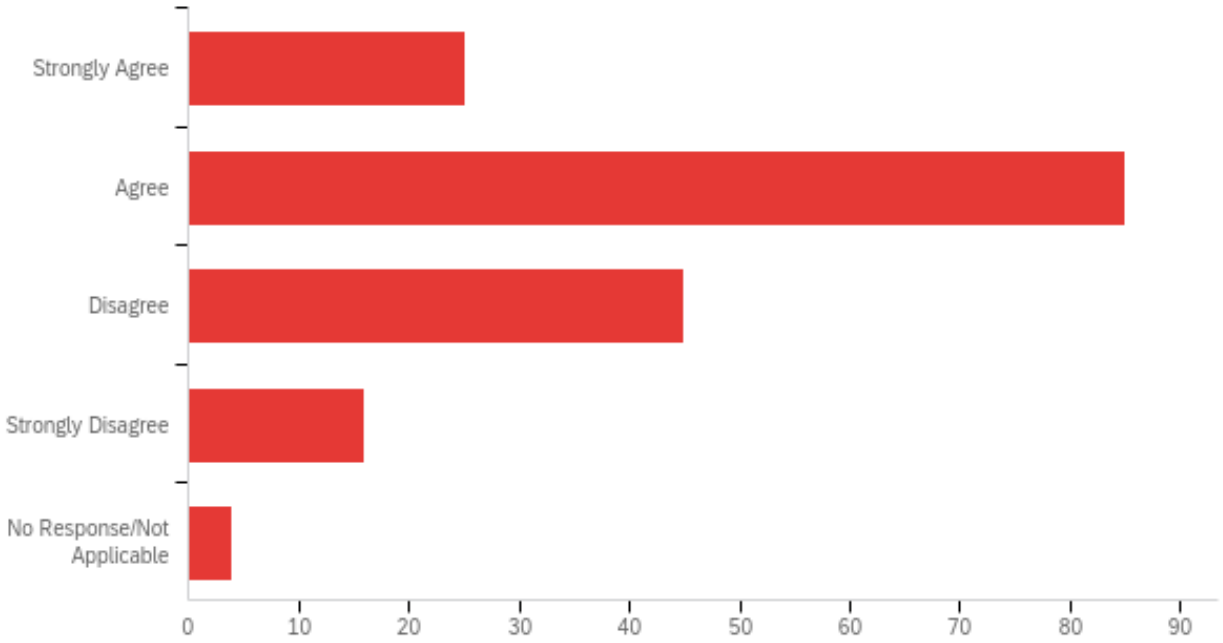
Q34 - Institutional information adequately addresses the concerns of my campus.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Institutional information adequately addresses the concerns of my campus.	1.00	5.00	2.78	1.04	1.08	175

#	Answer	%	Count
1	Strongly Agree	4.00%	7
2	Agree	43.43%	76
3	Disagree	34.86%	61
4	Strongly Disagree	5.71%	10
5	No Response/Not Applicable	12.00%	21
	Total	100%	175

Q35 - The workplace culture encourages the open exchange of ideas and collaboration.



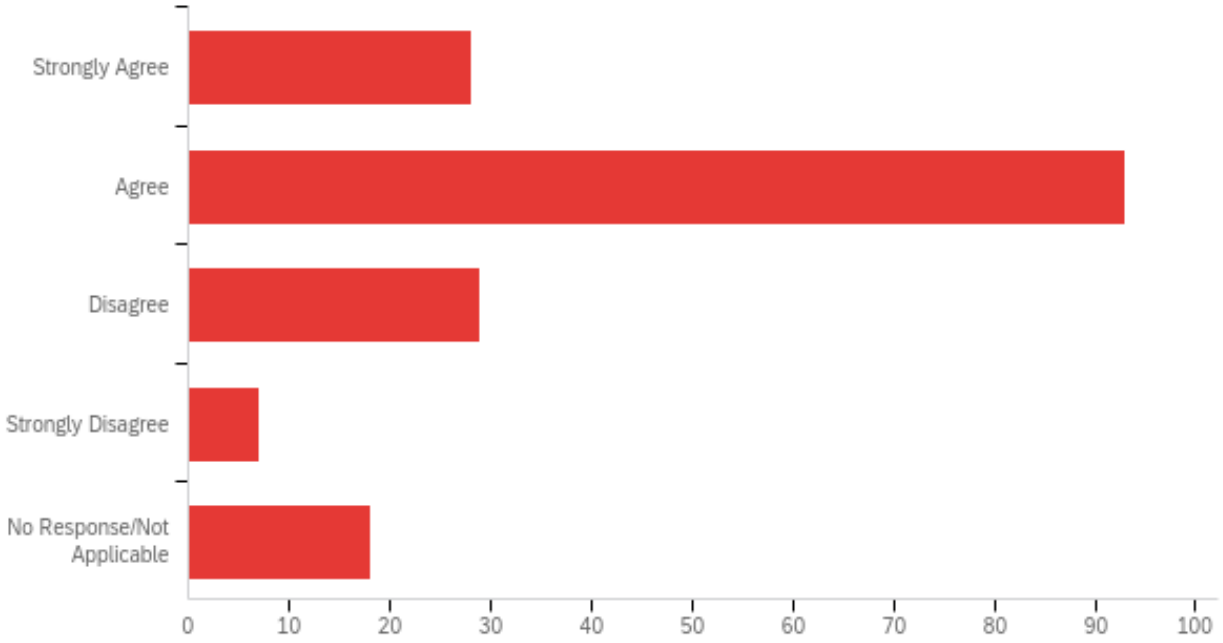
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workplace culture encourages the open exchange of ideas and collaboration.	1.00	5.00	2.37	0.92	0.84	175

#	Answer	%	Count
1	Strongly Agree	14.29%	25
2	Agree	48.57%	85
3	Disagree	25.71%	45
4	Strongly Disagree	9.14%	16
5	No Response/Not Applicable	2.29%	4
	Total	100%	175

Q36 - Other comments about Communication.

Other comments about Communication. REDACTED

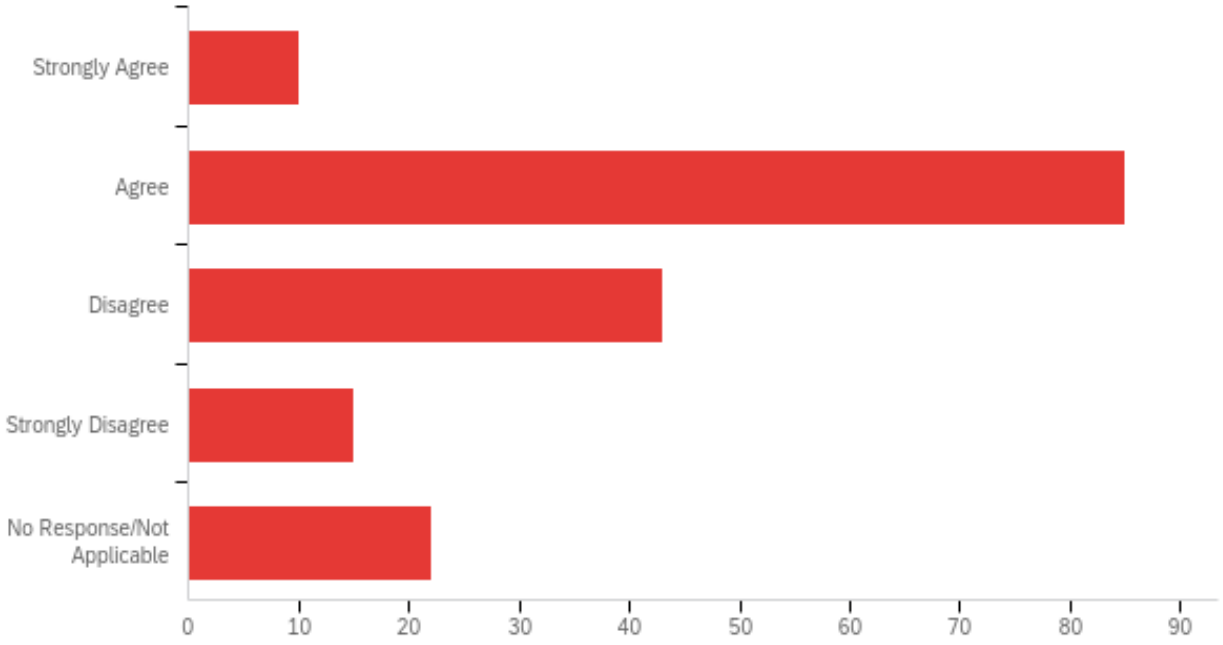
Q37 - University leaders have the necessary knowledge, skills, and experience for institutional success.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	University leaders have the necessary knowledge, skills, and experience for institutional success.	1.00	5.00	2.39	1.12	1.26	175

#	Answer	%	Count
1	Strongly Agree	16.00%	28
2	Agree	53.14%	93
3	Disagree	16.57%	29
4	Strongly Disagree	4.00%	7
5	No Response/Not Applicable	10.29%	18
	Total	100%	175

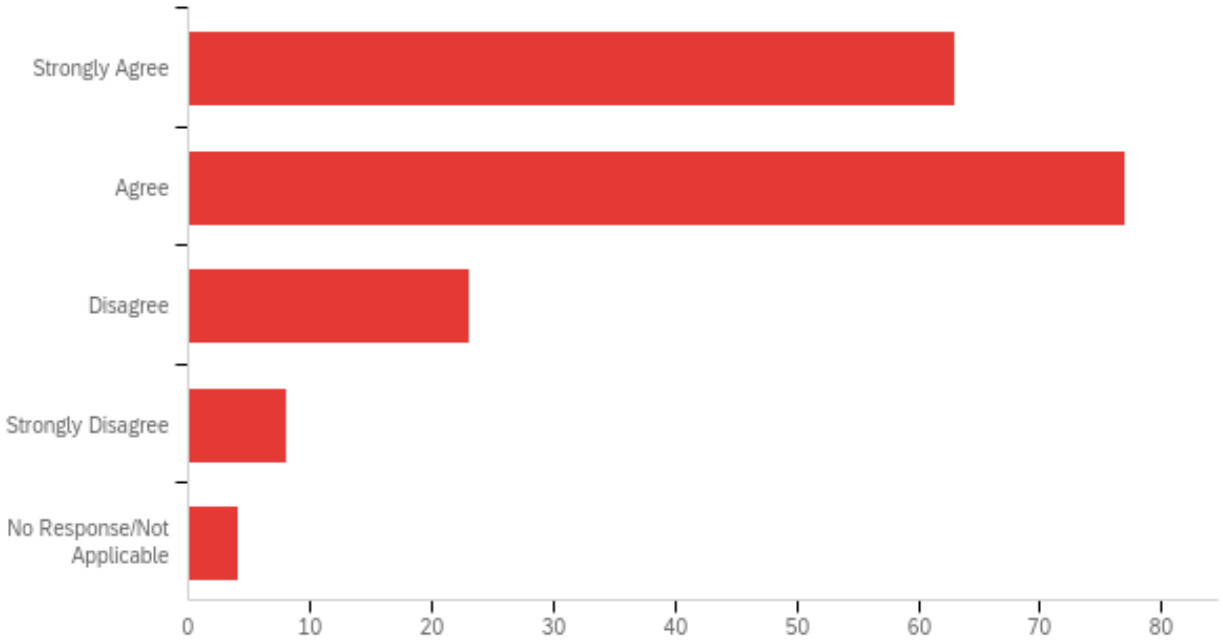
Q38 - Administrative and Professional Faculty are meaningfully involved in institutional planning.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Administrative and Professional Faculty are meaningfully involved in institutional planning.	1.00	5.00	2.74	1.11	1.23	175

#	Answer	%	Count
1	Strongly Agree	5.71%	10
2	Agree	48.57%	85
3	Disagree	24.57%	43
4	Strongly Disagree	8.57%	15
5	No Response/Not Applicable	12.57%	22
	Total	100%	175

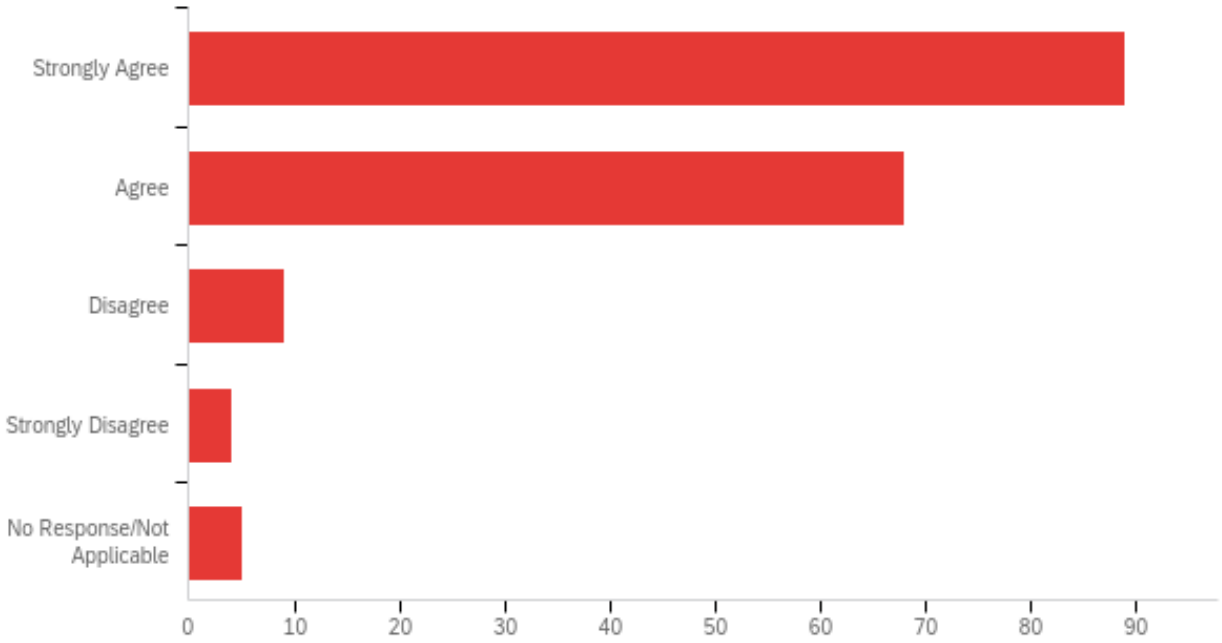
Q39 - My supervisor makes expectations clear.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My supervisor makes expectations clear.	1.00	5.00	1.93	0.94	0.88	175

#	Answer	%	Count
1	Strongly Agree	36.00%	63
2	Agree	44.00%	77
3	Disagree	13.14%	23
4	Strongly Disagree	4.57%	8
5	No Response/Not Applicable	2.29%	4
	Total	100%	175

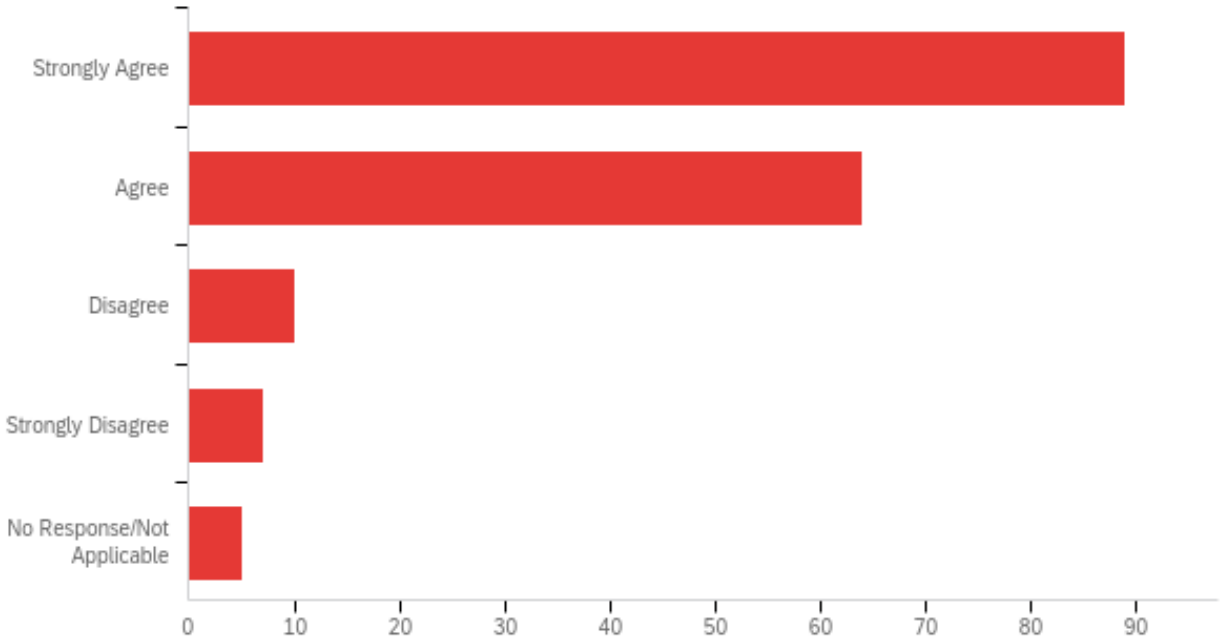
Q40 - My supervisor treats me fairly.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My supervisor treats me fairly.	1.00	5.00	1.67	0.90	0.80	175

#	Answer	%	Count
1	Strongly Agree	50.86%	89
2	Agree	38.86%	68
3	Disagree	5.14%	9
4	Strongly Disagree	2.29%	4
5	No Response/Not Applicable	2.86%	5
	Total	100%	175

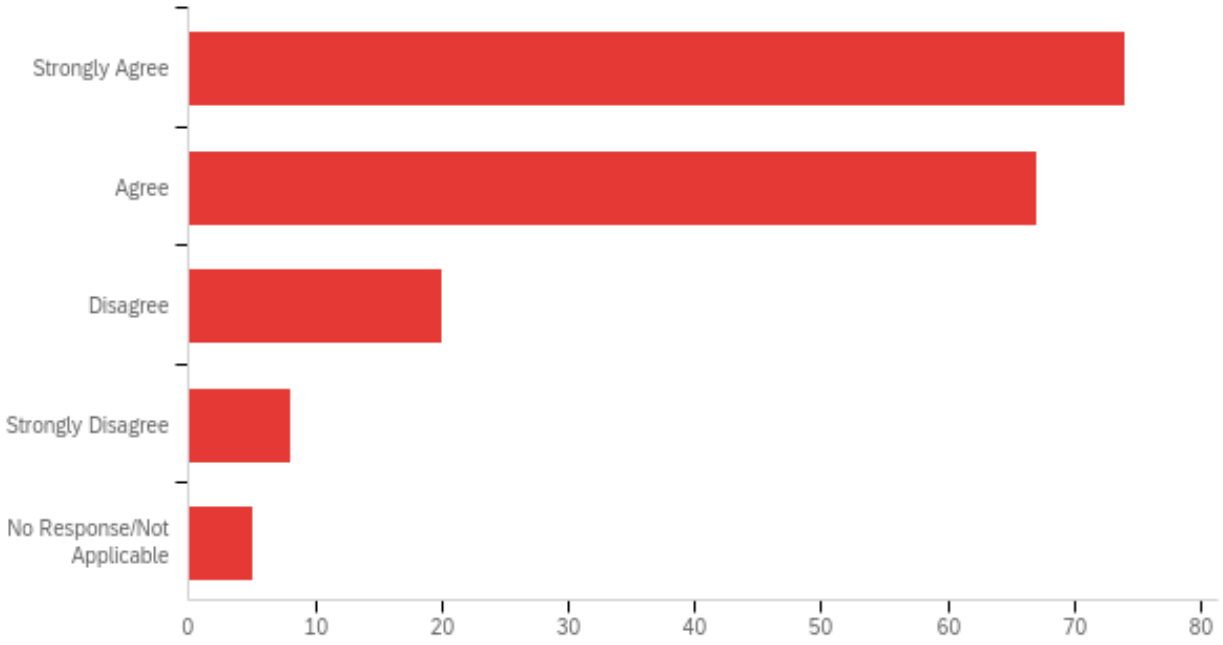
Q41 - My supervisor values my opinions.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My supervisor values my opinions.	1.00	5.00	1.71	0.95	0.90	175

#	Answer	%	Count
1	Strongly Agree	50.86%	89
2	Agree	36.57%	64
3	Disagree	5.71%	10
4	Strongly Disagree	4.00%	7
5	No Response/Not Applicable	2.86%	5
	Total	100%	175

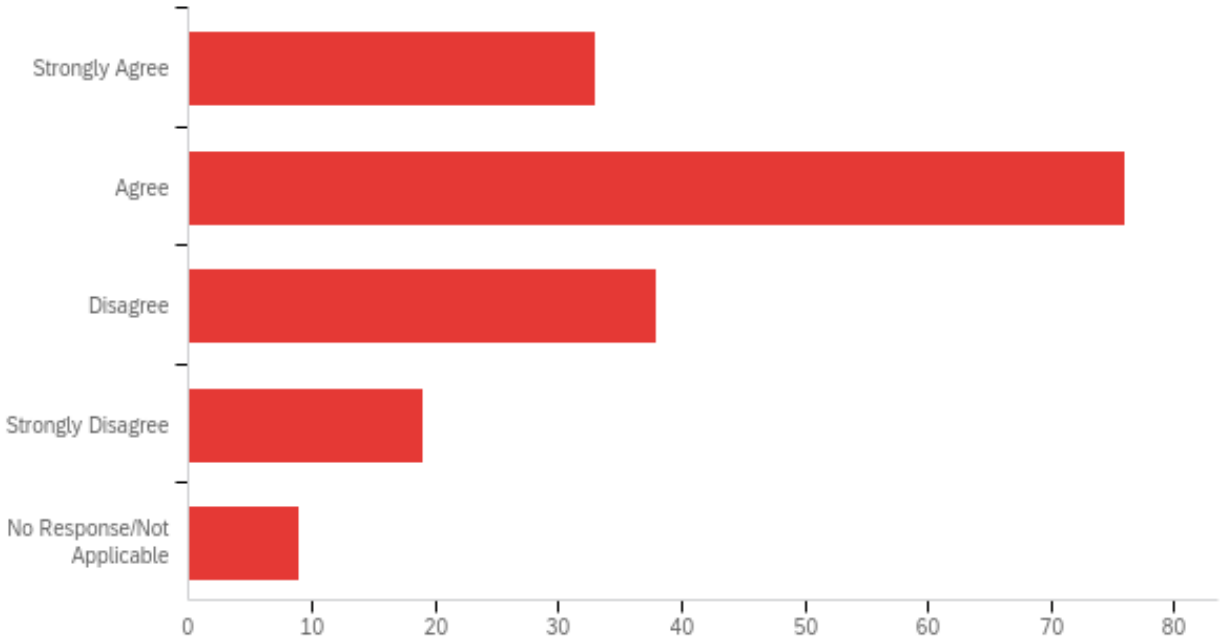
Q42 - I receive helpful feedback from my supervisor.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I receive helpful feedback from my supervisor.	1.00	5.00	1.87	0.98	0.97	174

#	Answer	%	Count
1	Strongly Agree	42.53%	74
2	Agree	38.51%	67
3	Disagree	11.49%	20
4	Strongly Disagree	4.60%	8
5	No Response/Not Applicable	2.87%	5
	Total	100%	174

Q43 - I regularly receive recognition for my contributions.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I regularly receive recognition for my contributions.	1.00	5.00	2.40	1.07	1.14	175

#	Answer	%	Count
1	Strongly Agree	18.86%	33
2	Agree	43.43%	76
3	Disagree	21.71%	38
4	Strongly Disagree	10.86%	19
5	No Response/Not Applicable	5.14%	9
	Total	100%	175

Q44 - Other comments about Leadership

Other comments about Leadership: REDACTED

Q45 - Do you have any additional comments?

Do you have any additional comments? REDACTED