

**Western Kentucky University  
Staff Engagement Survey  
2023**



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**Western Kentucky University  
Staff Engagement Survey  
2023**

**Executive Summary**

The results of the 2023 Western Kentucky University Staff Engagement Survey indicated that overall, employees moderately agreed they are satisfied working at WKU. Across the broad categories the employees rated, the highest rated category in terms of satisfaction was Campus Safety and Environmental Health, as shown in Figure 1. On the other hand, employees rated their satisfaction with general university and benefits, performance, evaluation, and pay lower than other categories; these results are similar to ratings on the 2022 Staff Engagement Survey.

It should be noted that, as discussed on page 12 and elsewhere in this report, overall ratings of satisfaction working at WKU has been declining steadily since 2017. Across the 32 items assessing satisfaction with specific facets of the job, the top five highest rated items in which employees agreed were as follows:

<u>Item</u>	<u>Mean Rating</u>
Winter break is an important benefit for me.	4.81
Summer hours are beneficial to me and my work-life balance.	4.73
I feel safe on campus during the daytime.	4.66
Vacation leave is fairly approved in my area	4.50
I am treated fairly by my immediate supervisor.	4.41

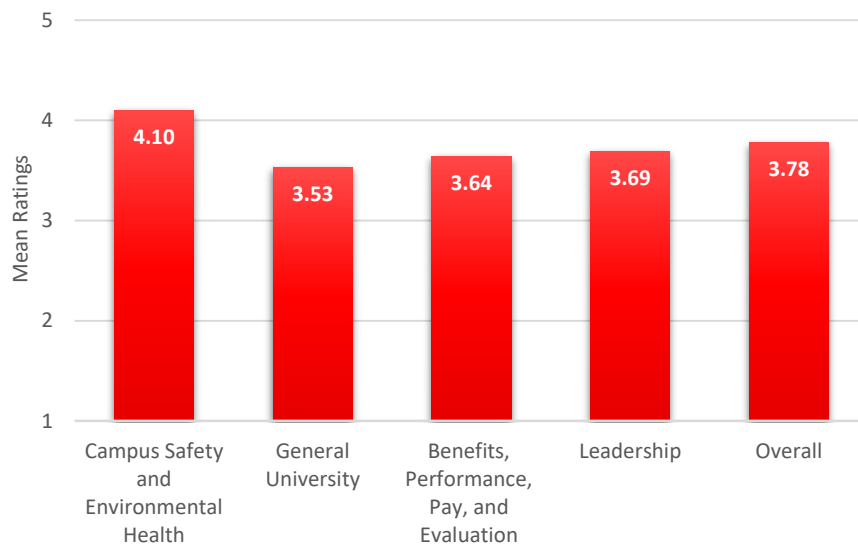
The five lowest rated items by employees were:

<u>Item</u>	<u>Mean Rating</u>
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.47
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.55
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.67
My section/department/office is adequately staffed.	2.78
WKU offers adequate supervisory training.	2.99

Any item where the mean rating is less than 2.50 indicates disagreement (please see page 5, “How to Read this Report”). In particular, on item on page 2 indicates that faculty disagreed that they are satisfied with parking in terms on pricing, availability, and enforcement. It should be noted that faculty also indicated slight disagreement that they are compensated fairly. Faculty indicated more uncertainty that President Caboni advocates for appropriate pay/compensation, and that their unit is appropriately staffed.

When responses were broken down by employment category, length of tenure at WKU, salary range, and division, there were few items on which there were differences in responses as a function of these demographics.

**Figure 1. Overall Mean Ratings of Satisfaction for all Survey Categories**



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## How to Read this Report

### Survey Instrument

This report describes the results of the Western Kentucky University Staff Engagement Survey administered March 2023. The 2023 Staff Engagement Survey instrument consisted of 32 items addressing satisfaction with specific facets of the job; a 33<sup>rd</sup> item addressed overall satisfaction with working at WKU. Responses were made on a 5-point Likert-type scale ranging from *strongly disagree* (1) to *strongly agree* (5). Five 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. While 450 people clicked on the survey link to complete the survey; data were available for 389 participants; 61 participants had excessive missing data (>50%) and thus, these data were not included in analyses.

### Interpreting Mean Ratings

In this report:

- Mean ratings ranging from 4.51 to 5.00 will be referred to as indicating strong agreement;
- Mean ratings ranging from 3.51 to 4.50 will be referred to as indicating agreement;
- Mean ratings ranging from 2.51 to 3.50 will be referred to as indicating being unsure about agreement with the statement;
- Mean ratings ranging from to 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 2023 there was one items for which the mean rating would be interpreted as indicating disagreement. In other words, the 2023 data produced one mean rating below 2.51.

### Standard Deviations

The standard deviation (SD) is a measure of the amount of variation or agreement in a set of responses. For example, a standard deviation of 0.5 would mean that there was less variation (more agreement) in responses compared to a standard deviation of 1.0 which would indicate more variation (less agreement) in responses.

### Reporting Results

Results are reported first for ratings across all employees. The results are then broken down by each demographic category; that is, by employment category (full-time or part-time), years of employment (tenure), 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 2023 Staff Engagement Survey, small differences in means can reach statistical significance yet have little practical significance and this is something the reader should be mindful of.

## 2023 Staff Engagement Survey Overview

This report describes the results of the Western Kentucky University Staff Engagement Survey administered March 2023. All WKU staff were invited via email to complete the survey online; 389 employees (335 full-time; 15 part-time; 39 did not say) completed the survey with usable responses.

**Table 1. 2023 Staff Engagement Survey Mean Ratings and Standard Deviations for all Items**

Item	M	SD
<b><i>Campus Safety and Environmental Health</i></b>		
I feel safe on campus during the daytime.	4.66	0.50
I feel safe on campus at night.	3.96	0.84
The air quality in my building/work environment is good.	3.65	1.03
<b><i>General University</i></b>		
I have the equipment and supplies to do my job well.	4.16	0.90
My computer access is adequate to obtain the information I need.	4.39	0.78
I know how to locate/access University policies.	4.13	0.87
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	3.49	1.09
The Staff Senate represents my concerns to the administration of WKU.	3.52	0.94
I am aware that WKU has an Ethics and Compliance Hotline.	3.21	1.20
I am aware of President Caboni's expectations relevant to me and my department.	3.33	1.18
I understand the role of the President's Cabinet.	3.06	1.14
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.47	1.30
<b><i>Benefits, Performance, Evaluation, and Pay</i></b>		
I am satisfied with the current health benefits offered by WKU.	3.57	1.12
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	4.13	0.87
Vacation is approved fairly in my area	4.50	0.64
Winter break is an important benefit for me.	4.81	0.54
Summer hours are beneficial to me and my work-life balance.	4.73	0.62
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.67	1.25
I have opportunities to advance in my career at WKU.	3.03	1.23
My job description reflects what I really do.	3.39	1.19
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.55	1.24
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	3.09	1.24

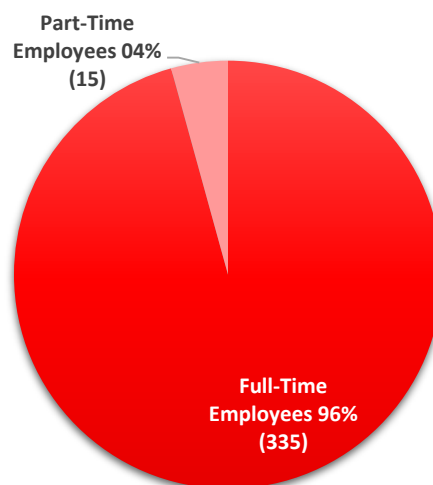


Item	M	SD
<b>Leadership</b>		
I am treated fairly by my immediate supervisor.	4.41	0.87
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	4.32	0.79
Taking time off when needed to is NOT a problem in my area.	4.30	0.89
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	4.15	0.96
I am comfortable discussing my job-related concerns and issues with my supervisor.	4.05	1.12
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	3.22	1.23
WKU offers adequate supervisory training.	2.99	1.04
My section/department/office is adequately staffed.	2.78	1.27
My department leaders communicate President Caboni's plans and vision appropriately.	3.33	1.10
My division leaders communicate President Caboni's plans and vision appropriately.	3.30	1.10
Overall, I am satisfied working at WKU.	3.78	0.89

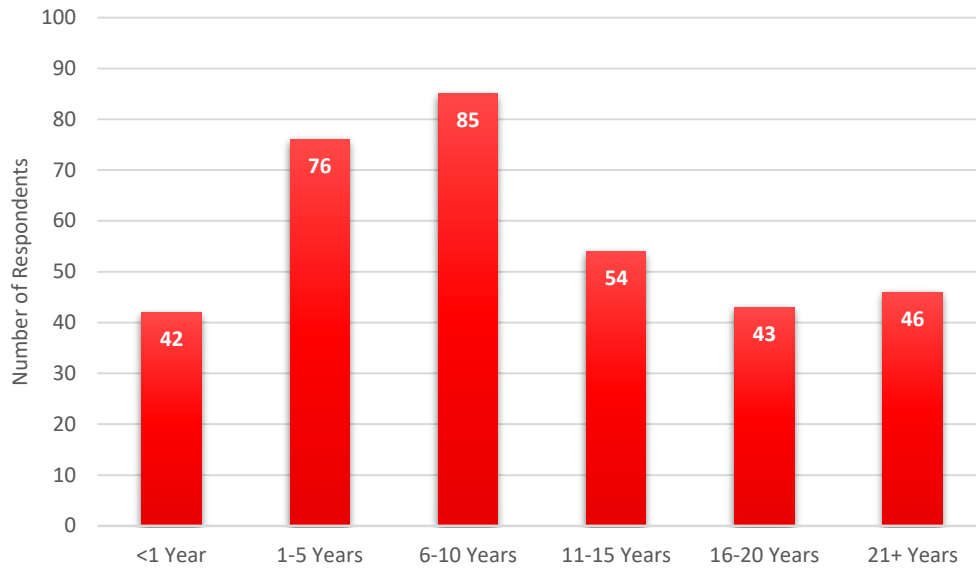
## Demographics

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

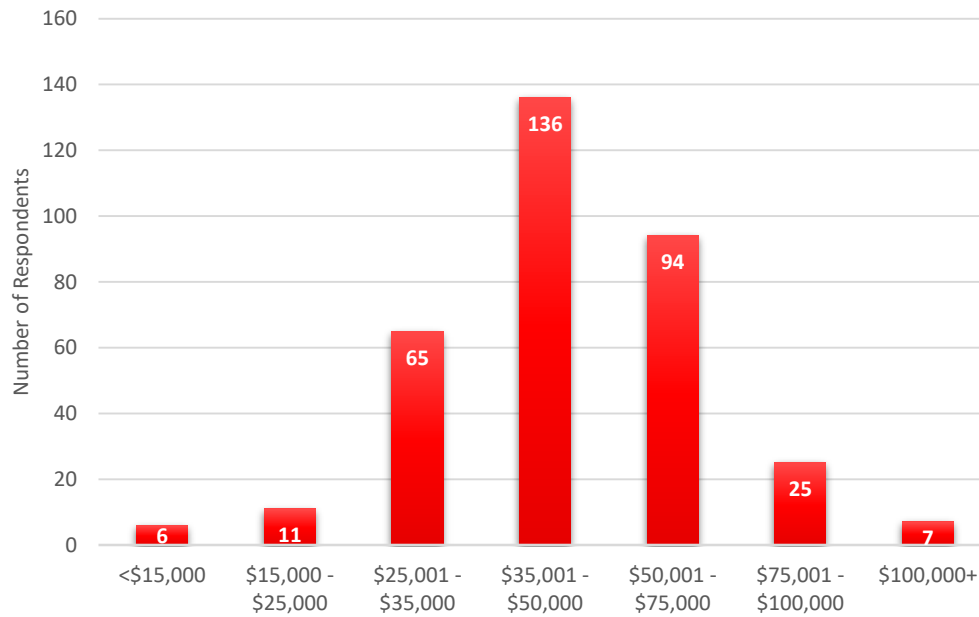
**Figure 2. Employment Category of Respondents**



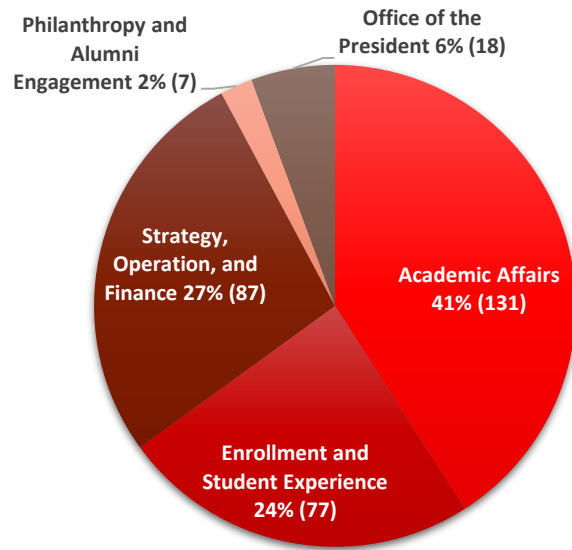
**Figure 3. Employment Tenure of Respondents**



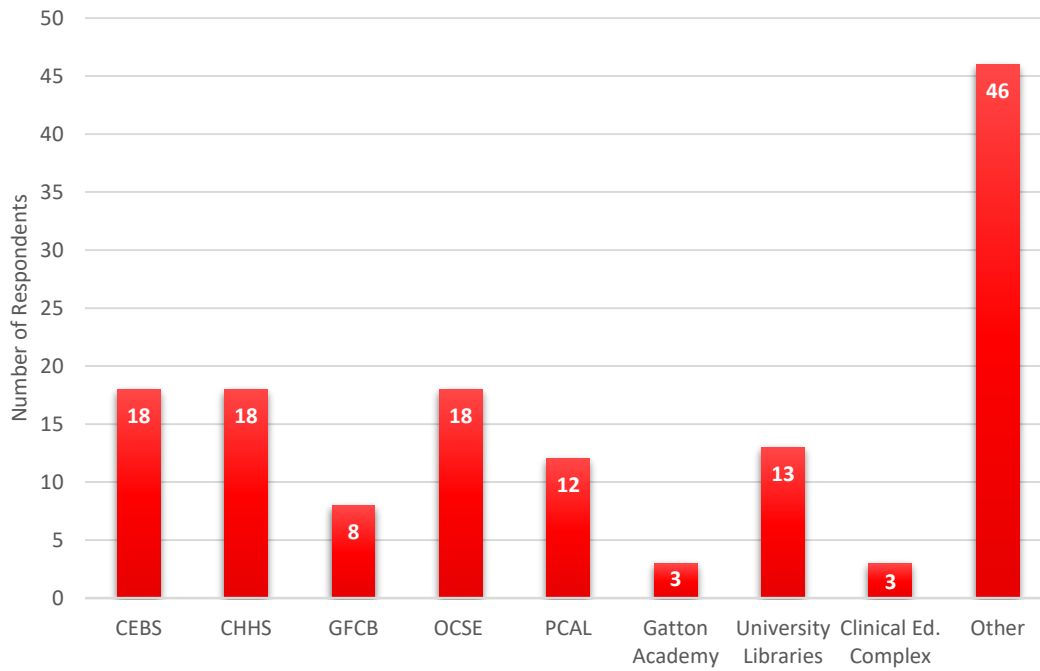
**Figure 4. Salary Range of Respondents**



**Figure 5. Division Category of Respondents**



**Figure 6. Academic Affairs Division Category of Respondents**



## Differences between 2023 Survey Results with Prior Years

In comparing responses from 2023 and 2022, there were seven items for which there were statistically significant differences between the 2023 and 2022 mean ratings. These items are marked with an asterisk (\*\*\*) in the table on the following page. For all seven items, the 2023 mean ratings were higher than the 2022 mean ratings.

Overall, the results obtained for the 2023 Staff Engagement Survey are similar to results obtained for the 2022, 2021, and 2020 Staff Satisfaction Surveys. A notable exception is that the mean responses to “Overall, I am satisfied working at WKU,” decreased from agreement in previous years (e.g., 2017 mean = 4.07; 2011 mean = 4.20) to slight agreement in 2019 to 2023 (2019 mean = 3.74; 2020 mean = 3.88; 2021 mean = 3.86; 2022 mean = 3.67; 2023 mean = 3.78). ***Notably, the mean rating indicating that staff are satisfied working at WKU remains lower than previous years in which the Staff Engagement Survey was conducted. In large part, staff satisfaction remains stagnant since the 2019 survey.***

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 2023 Staff Engagement 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. 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. Seven items with statistically significant differences between 2023 and 2022 were found. These seven items are listed below.

**Table 2. Items with Significantly Different Mean Ratings between 2023 and 2022**

Item	2023		2021	
	Mean	SD	Mean	SD
I feel safe on campus at night.	3.96	0.84	3.74	1.32
The air quality in my building/work environment is good.	3.65	1.03	3.34	1.43
I am satisfied with the current health benefits offered by WKU.	3.57	1.11	3.38	1.18
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	4.13	0.87	3.98	1.01
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.67	1.256	2.39	1.17
WKU offers adequate supervisory training.	2.99	1.04	2.72	1.17
My section/department/office is adequately staffed.	2.78	1.27	2.46	1.32

**Table 3. Mean Rating Comparisons between 2022 and 2021 Staff Engagement Survey Responses**

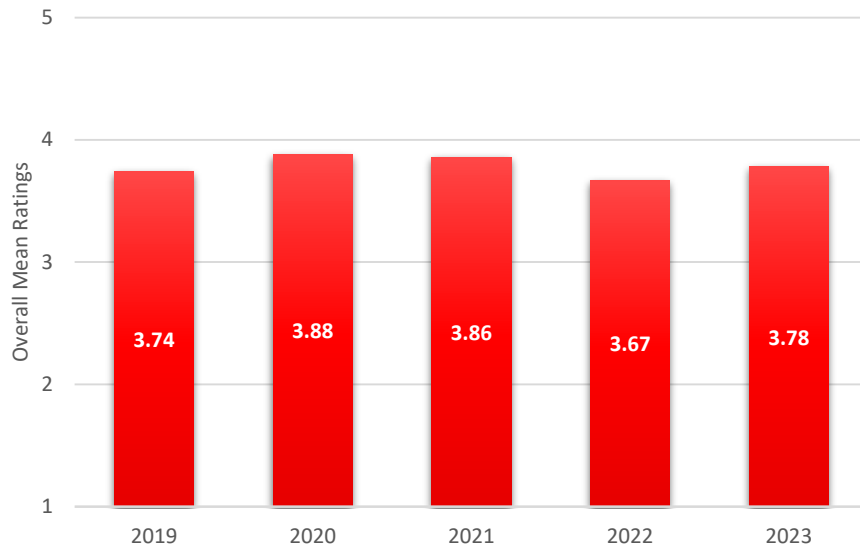
Item	2023		2022	
	Mean	SD	Mean	SD
<b><i>Campus Safety and Environmental Health</i></b>				
I feel safe on campus during the daytime.	4.66	0.50	4.71	0.51
I feel safe on campus at night. ***	3.96	0.84	3.74	1.32
The air quality in my building/work environment is good.***	3.65	1.03	3.34	1.43
<b><i>General University</i></b>				
I have the equipment and supplies to do my job well.	4.16	0.90	4.13	0.87
My computer access is adequate to obtain the information I need.	4.39	0.78	4.35	0.75
I know how to locate/access University policies.	4.13	0.87	4.11	0.81
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	3.49	1.09	3.45	1.01
The Staff Senate represents my concerns to the administration of WKU.	3.52	0.94	3.99	1.01
I am aware that WKU has an Ethics and Compliance Hotline.	3.21	1.20	3.26	1.21
I am aware of President Caboni's expectations relevant to me and my department.	3.33	1.18	3.30	1.13
I understand the role of the President's Cabinet.	3.06	1.14	2.99	1.12
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.47	1.30	2.52	1.24
<b><i>Benefits, Performance, Evaluation, and Pay</i></b>				
I am satisfied with the current health benefits offered by WKU.***	3.57	1.12	3.38	1.18
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.***	4.13	0.87	3.98	1.01
Winter break is an important benefit for me.	4.81	0.54	4.81	0.57
Summer hours are beneficial to me and my work-life balance.	4.73	0.62	4.76	0.63
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation***	2.67	1.25	2.39	1.17
I have opportunities to advance in my career at WKU.	3.03	1.23	2.89	1.21
My job description reflects what I really do.	3.39	1.19	3.37	1.25
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.55	1.24	2.43	1.27
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	3.09	1.24	3.00	1.31
Vacation leave is approved fairly in my area	4.50	0.64	4.43	0.79

Note. Items marked with \*\*\* indicate statistically significant differences in mean ratings between 2022 and 2021. Though items may demonstrate statistically significant differences, they may not demonstrate practical significant differences.

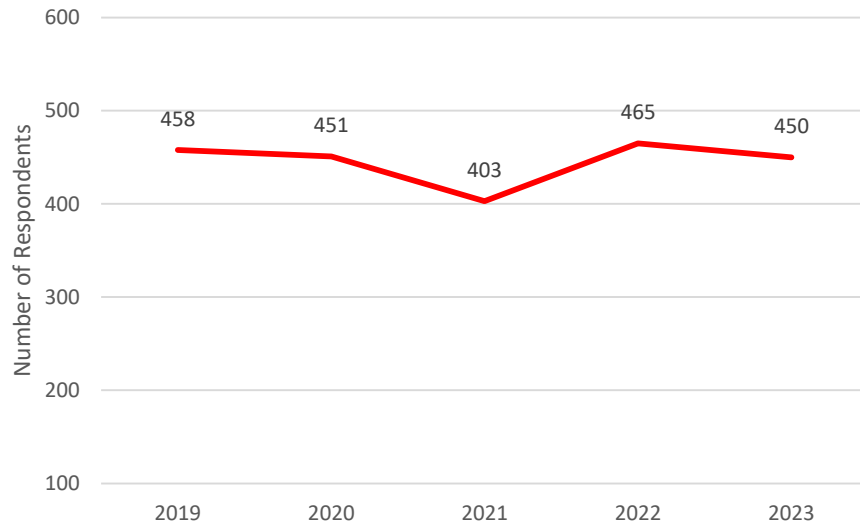
Item	2023		2022	
	Mean	SD	Mean	SD
<b>Leadership</b>				
I am treated fairly by my immediate supervisor.	4.41	0.87	4.38	0.96
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	4.32	0.79	4.22	0.89
Taking time off when needed to is NOT a problem in my area.	4.30	0.89	4.26	0.99
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	4.15	0.96	4.17	0.99
I am comfortable discussing my job-related concerns and issues with my supervisor.	4.05	1.12	3.99	1.21
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	3.22	1.23	3.22	1.33
WKU offers adequate supervisory training.***	2.99	1.04	2.72	1.17
My section/department/office is adequately staffed.***	2.78	1.27	2.46	1.32
My department leaders communicate President Caboni's plans and vision appropriately.	3.33	1.10	3.28	1.21
My division leaders communicate President Caboni's plans and vision appropriately.	3.30	1.10	3.21	1.22
<b>Overall Satisfaction</b>				
Overall, I am satisfied working at WKU.	3.78	0.89	3.67	1.02

*Note.* Items marked with \*\*\* indicate statistically significant differences in mean ratings between 2023 and 2022. Though items may demonstrate statistically significant differences, they may not demonstrate practical significant differences.

**Figure 7. Overall Satisfaction Ratings for 2019, 2020, 2021, 2022, and 2023**



**Figure 8. Response Rates from 2019, 2020, 2021, 2022, and 2023**





## **Campus Safety and Environmental Health**



## Campus Safety and Environmental Health

The following tables report the means ratings and standard deviations for each item assessing campus safety and environmental health, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

**Table 4. Mean Ratings and Standard Deviations by Employment Category**

There is some consistency across staff members by employment category in the extent to which they agreed with the items. Notably, part-time staff members rated the item, “The air quality in my building/work environment is good,” lower than their part-time counterparts.

Item	Employment Category	
	Full-Time N=335	Part-Time N=15
I feel safe on campus during the daytime.	Mean	4.66
	SD	(.49)
I feel safe on campus at night.	Mean	3.95
	SD	(.83)
The air quality in my building/work environment is good.	Mean	3.66
	SD	(1.02)

**Table 5. Mean Ratings and Standard Deviations by Tenure**

There is some variability across ratings by tenure in the extent that employees agreed on the items, however, the ratings were mostly consistent across length of tenure in the job. Importantly, “The air quality in my building/work environment is good,” exhibited the most variability.

Item		Years of Employment					
		<1 year N=42	1-5 years N=76	6-10 years N=85	11-15 years N=54	16-20 years N=43	>21 years N=46
I feel safe on campus during the daytime.	Mean	4.65	4.06	4.73	4.69	4.63	4.67
	SD	(.48)	(.52)	(.47)	(.47)	(.54)	(.48)
I feel safe on campus at night.	Mean	3.88	3.82	3.99	4.04	4.00	3.98
	SD	(.87)	(.83)	(.87)	(.76)	(.97)	(.79)
The air quality in my building/work environment is good.	Mean	3.87	3.71	3.60	3.69	3.72	3.34
	SD	(1.02)	(1.01)	(1.06)	(1.03)	(1.03)	(1.02)

**Table 6. Mean Ratings and Standard Deviations by Salary Range**

There is some variability across ratings by salary range in the extent that employees agreed on the items, however, the ratings were mostly consistent across salary range. Importantly, “The air quality in my building/work environment is good,” and “I feel safe on campus at night,” exhibited the most variability.

Item		Salary Range						
		<15k N=6	15-25k N=11	25-35k N=65	35-50k N=136	50-75k N=94	75-100k N=25	>100k N=7
I feel safe on campus during the daytime.	Mean	4.75	4.45	4.56	4.64	4.74	4.76	5.00
	SD	(.50)	(.52)	(.56)	(.50)	(.44)	(.44)	(.00)
I feel safe on campus at night.	Mean	4.33	3.67	3.54	3.92	4.15	4.26	4.29
	SD	(.58)	(1.23)	(.97)	(.77)	(.76)	(.75)	(0.76)
The air quality in my building/work environment is good.	Mean	3.25	3.36	3.44	3.64	3.73	4.10	3.57
	SD	(1.50)	(1.03)	(1.04)	(1.03)	(1.04)	(.89)	(.98)

**Table 7. Mean Ratings and Standard Deviations by Division**

There is some variability across ratings by division in the extent that employees agreed on the items. Importantly, “The air quality in my building/work environment is good,” and “I feel safe on campus at night,” exhibited the most variability.

Item		Division				
		Academic Affairs N=131	Enrollment and Student Experience N=77	Strategy Operation and Finance N=87	Philanthropy and Alumni Engagement N=7	Office of the President N=18
I feel safe on campus during the daytime.	Mean	4.63	4.64	4.78	4.71	4.83
	SD	(.50)	(.51)	(.49)	(.49)	(.38)
I feel safe on campus at night.	Mean	3.73	3.94	4.25	3.86	4.29
	SD	(.88)	(.76)	(.76)	(1.35)	(.85)
The air quality in my building/work environment is good.	Mean	3.53	3.71	3.37	4.29	3.89
	SD	(1.04)	(.98)	(1.07)	(.49)	(1.08)

**Table 8. Mean Ratings and Standard Deviations by Academic Affairs Unit**

There is some variability across ratings by Academic Affairs Unit in the extent that employees agreed on the items. Importantly, “The air quality in my building/work environment is good,” and “I feel safe on campus at night,” exhibited the most variability.

Item	Academic Affairs Unit									
	CEBS N=18	CHHS N=18	GFCB N=8	OCSE N=18	PCAL N=12	Gatton Academy N=3	University Libraries N=13	Clinical Ed. Complex N=3	Other N=46	
I feel safe on campus during the daytime.	Mean	4.83	4.65	4.38	4.50	4.67	4.67	4.69	4.67	4.56
	SD	(.38)	(.49)	(.52)	(.51)	(.49)	(.58)	(.48)	(.58)	(.50)
I feel safe on campus at night.	Mean	3.71	3.67	3.50	3.88	3.67	3.33	4.20	2.67	3.81
	SD	(.59)	(.72)	(.76)	(.81)	(1.07)	(1.16)	(.79)	(.58)	(1.00)
The air quality in my building/work environment is good.	Mean	4.06	3.50	2.43	3.67	3.18	3.33	3.31	4.00	3.65
	SD	(.83)	(1.10)	(.79)	(1.19)	(1.08)	(1.16)	(1.18)	(1.00)	(.92)



**General University**

## General University

The following tables report the means ratings and standard deviations for each item assessing general university satisfaction, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

**Table 9. Mean Ratings and Standard Deviations by Employment Category**

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “I am satisfied with parking in terms of pricing, availability, and enforcement,” and “I understand the role of the President’s Cabinet,” were rated consistently lower compared to other items assessing general university satisfaction.

Item		Employment Category	
		Full-Time N=335	Part-Time N=15
I have the equipment and supplies to do my job well.	Mean	4.13	4.14
	SD	(.90)	(1.03)
My computer access is adequate to obtain the information I need.	Mean	4.40	4.00
	SD	(.79)	(1.00)
I know how to locate/access University policies.	Mean	4.04	4.00
	SD	(.88)	(.76)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.46	3.30
	SD	(1.12)	(.61)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.49	3.36
	SD	(.96)	(.84)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.19	3.14
	SD	(1.23)	(1.10)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.31	2.86
	SD	(1.21)	(1.10)
I understand the role of the President's Cabinet.	Mean	3.04	2.79
	SD	(1.14)	(1.19)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.41	2.38
	SD	(1.29)	(1.19)

**Table 10. Mean Ratings and Standard Deviations by Tenure**

There is some variability across ratings by tenure in the extent that employees agreed on the items, however. Importantly, “I am satisfied with parking in terms of pricing, availability, and enforcement,” was consistently rated lower compared to other items assessing general university satisfaction.

Item		Years of Employment					
		<1 year N=42	1-5 years N=76	6-10 years N=85	11-15 years N=54	16-20 years N=43	>21 years N=46
I have the equipment and supplies to do my job well.	Mean	4.29	4.11	4.25	4.04	3.98	4.11
	SD	(.90)	(.88)	(.96)	(.92)	(1.04)	(.85)
My computer access is adequate to obtain the information I need.	Mean	4.64	4.31	4.50	4.31	4.28	4.28
	SD	(.49)	(.89)	(.65)	(.84)	(.91)	(.91)
I know how to locate/access University policies.	Mean	4.17	4.01	4.21	4.22	4.28	3.91
	SD	(.91)	(.91)	(.83)	(.82)	(.80)	(.94)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.54	3.36	3.60	3.48	3.42	3.38
	SD	(1.12)	(1.12)	(.97)	(1.08)	(1.18)	(1.21)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.41	3.39	3.68	3.44	3.44	3.46
	SD	(.72)	(1.05)	(.90)	(1.04)	(.88)	(1.01)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.17	3.00	3.28	3.22	3.31	3.11
	SD	(1.34)	(1.34)	(1.20)	(1.22)	(1.07)	(1.14)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.76	3.17	3.32	3.17	3.21	3.33
	SD	(1.07)	(1.32)	(1.22)	(1.23)	(1.15)	(1.16)
I understand the role of the President's Cabinet.	Mean	3.07	2.84	3.09	3.04	3.14	3.09
	SD	(1.21)	(1.20)	(1.40)	(1.21)	(.92)	(1.11)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.63	2.04	2.40	2.45	2.06	2.72
	SD	(1.30)	(1.23)	(1.22)	(1.34)	(1.24)	(1.37)

**Table 11. Mean Ratings and Standard Deviations by Salary Range**

There is some variability across ratings by salary range in the extent that employees agreed on the items, however, the ratings were mostly consistent within salary ranges. Importantly, “I understand the role of the President’s Cabinet,” and “I am satisfied with parking in terms of pricing, availability, and enforcement,” exhibited the most variability across salary ranges.

Item		Salary Range						
		<15k N=6	15-25k N=11	25-35k N=65	35-50k N=136	50-75k N=94	75-100k N=25	>100k N=7
I have the equipment and supplies to do my job well.	Mean	3.80	4.27	4.32	4.10	4.05	4.21	4.14
	SD	(1.10)	(1.20)	(.66)	(.92)	(.93)	(.98)	(1.22)
My computer access is adequate to obtain the information I need.	Mean	4.17	4.27	4.34	4.38	4.46	4.36	4.29
	SD	(.41)	(1.01)	(.74)	(.85)	(.73)	(.81)	(1.11)
I know how to locate/access University policies.	Mean	4.00	4.10	4.05	4.07	4.31	4.16	4.29
	SD	(1.10)	(.88)	(.93)	(.87)	(.78)	(.90)	(1.11)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.20	3.55	3.35	3.48	3.39	3.92	3.43
	SD	(.45)	(1.04)	(1.02)	(1.10)	(1.09)	(.86)	(1.72)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.20	3.54	3.63	3.41	3.54	3.24	3.71
	SD	(.84)	(.92)	(.79)	(.98)	(.97)	(1.01)	(1.38)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.00	3.82	3.37	2.90	3.10	4.00	3.43
	SD	(1.00)	(1.17)	(1.28)	(1.17)	(1.17)	(1.08)	(1.51)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	2.80	3.36	3.34	3.27	3.21	3.36	3.86
	SD	(.84)	(1.12)	(1.28)	(1.19)	(1.15)	(1.44)	(1.46)
I understand the role of the President's Cabinet.	Mean	2.20	3.45	2.94	2.93	3.06	3.32	3.71
	SD	(1.10)	(1.13)	(1.14)	(1.10)	(1.11)	(1.31)	(1.38)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.00	2.64	2.22	2.27	2.58	3.00	3.00
	SD	(1.41)	(1.43)	(1.31)	(1.22)	(1.23)	(1.47)	(1.55)

**Table 12. Mean Ratings and Standard Deviations by Division**

There is some variability across ratings by division in the extent that employees agreed on the items, however, the ratings were mostly consistent within division. Importantly, “I am satisfied with parking in terms of pricing, availability, and enforcement,” was consistently rated lower.

Item		Division				
		Academic Affairs N=131	Enrollment and Student Experience N=77	Strategy Operation and Finance N=87	Philanthropy and Alumni Engagement N=7	Office of the President N=18
I have the equipment and supplies to do my job well.	Mean	4.32	4.18	3.84	4.14	4.44
	SD	(.64)	(.90)	(1.09)	(1.07)	(.78)
My computer access is adequate to obtain the information I need.	Mean	4.45	4.40	4.34	4.43	4.56
	SD	(.69)	(.75)	(0.89)	(.54)	(.86)
I know how to locate/access University policies.	Mean	4.25	4.17	4.03	4.00	4.5
	SD	(.72)	(.82)	(.99)	(.82)	(0.79)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.48	3.49	3.46	3.43	3.83
	SD	(1.02)	(1.10)	(1.19)	(0.98)	(1.25)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.61	3.56	3.31	3.43	3.67
	SD	(.89)	(.87)	(1.08)	(1.13)	(1.09)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.18	2.88	3.31	3.71	3.83
	SD	(1.15)	(1.18)	(1.33)	(0.95)	(1.30)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.36	3.39	3.08	4.00	3.83
	SD	(1.10)	(1.19)	(1.31)	(0.82)	(1.38)
I understand the role of the President's Cabinet.	Mean	3.14	2.81	2.98	3.43	3.89
	SD	(1.07)	(1.11)	(1.19)	(1.27)	(1.02)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.43	2.28	2.41	3.43	3.24
	SD	(1.21)	(1.25)	(1.40)	(0.98)	(1.39)



**Table 13. Mean Ratings and Standard Deviations by Academic Affairs Unit**

There is some variability across ratings by Academic Affairs Unit in the extent that employees agreed on the items. Importantly, "I am satisfied with parking in terms of pricing, availability, and enforcement," was consistently rated lower.

Item	Academic Affairs Unit									
	CEBS N=18	CHHS N=18	GFCB N=8	OCSE N=18	PCAL N=12	Gatton Academy N=3	University Libraries N=13	Clinical Ed. Complex N=3	Other N=46	
I have the equipment and supplies to do my job well.	Mean	4.39	4.22	4.50	4.00	4.18	4.33	4.38	4.33	4.30
	SD	(.78)	(.73)	(.54)	(.91)	(.87)	(.58)	(.51)	(.58)	(.71)
My computer access is adequate to obtain the information I need.	Mean	4.56	4.61	4.38	4.33	4.33	5.00	4.38	4.67	4.44
	SD	(.78)	(.50)	(1.06)	(.77)	(.88)	(.00)	(.51)	(.58)	(.71)
I know how to locate/access University policies.	Mean	4.50	4.24	4.38	3.78	4.00	4.33	4.00	4.67	4.16
	SD	(.51)	(.66)	(.52)	(.88)	(.85)	(.58)	(.71)	(.58)	(.80)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.83	3.50	3.88	3.56	3.42	2.33	3.62	3.00	3.51
	SD	(1.10)	(.92)	(.84)	(1.04)	(.79)	(1.16)	(.87)	(1.00)	(1.00)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.78	3.72	4.00	3.22	3.42	3.00	4.00	3.67	3.59
	SD	(.81)	(.96)	(.76)	(1.06)	(.90)	(.00)	(.82)	(1.16)	(.89)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.56	3.11	3.25	3.11	2.92	1.67	3.62	3.67	3.19
	SD	(1.15)	(1.18)	(1.17)	(1.08)	(.90)	(.58)	(1.19)	(1.53)	(1.15)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.39	3.33	3.25	3.44	2.75	2.33	3.92	3.33	3.28
	SD	(1.20)	(.97)	(1.04)	(.98)	(1.14)	(1.53)	(.86)	(2.08)	(1.12)
I understand the role of the President's Cabinet.	Mean	3.50	2.94	3.38	3.11	2.50	2.33	3.23	3.00	3.07
	SD	(1.10)	(1.06)	(1.06)	(1.08)	(1.00)	(.58)	(1.09)	(2.00)	(1.08)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.61	2.72	2.00	3.00	1.92	1.33	2.54	1.00	2.44
	SD	(1.24)	(1.27)	(.93)	(1.12)	(.52)	(.58)	(1.33)	(.00)	(1.22)



## **Benefits, Performance, Evaluation, and Pay**

## Benefits, Performance, Evaluation, and Pay

The following tables report the means ratings and standard deviations for each item assessing satisfaction with benefits, performance, evaluations, and pay, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

**Table 14. Mean Ratings and Standard Deviations by Employment Category**

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “winter break is an important benefit for me,” and “summer hours are beneficial to me and my work-life balance,” were consistently rated higher within the benefits offered, whereas “Given the responsibilities and performance expectations of my job, I am paid fairly,” exhibited the most inconsistency in ratings. “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” was consistently rated lower across employment categories compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Employment Category	
		Full-Time N=335	Part-Time N=15
I am satisfied with the current health benefits offered by WKU.	Mean	3.56	3.78
	SD	(1.12)	(1.20)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.	Mean	4.14	3.89
	SD	(.86)	(1.17)
Winter break is an important benefit for me.	Mean	4.82	4.36
	SD	(.51)	(1.21)
Summer hours are beneficial to me and my work-life balance.	Mean	4.74	4.22
	SD	(.58)	(.97)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.64	2.77
	SD	(1.27)	(1.30)
I have opportunities to advance in my career at WKU.	Mean	3.01	2.54
	SD	(1.24)	(1.27)
My job description reflects what I really do.	Mean	3.38	3.64
	SD	(1.23)	(.63)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.52	2.64
	SD	(1.27)	(1.22)
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	Mean	3.08	3.08
	SD	(1.27)	(1.24)
Vacation leave is approved fairly in my area.	Mean	4.50	4.43
	SD	(.63)	(.79)

**Table 15. Mean Ratings and Standard Deviations by Tenure**

There is some variability across ratings by tenure in the extent that employees agreed on the items. Importantly, “winter break is an important benefit for me,” and “summer hours are beneficial to me and my work-life balance,” exhibited higher consistency in ratings; whereas “given the responsibilities and performance expectations of my job, I am paid fairly,” and “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” was consistently rated lower compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Years of Employment					
		<1 year N=42	1-5 years N=76	6-10 years N=85	11-15 years N=54	16-20 years N=43	>21 years N=46
I am satisfied with the current health benefits offered by WKU.	Mean	4.10	3.65	3.51	3.39	3.43	3.43
	SD	(.88)	(1.11)	(1.09)	(1.19)	(1.01)	(1.28)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	3.95	4.13	4.26	4.31	4.07	3.91
	SD	(1.09)	(.88)	(.78)	(.70)	(.75)	(1.06)
Winter break is an important benefit for me.	Mean	4.76	4.80	4.79	4.83	4.88	4.79
	SD	(.44)	(.57)	(.73)	(.42)	(.32)	(.51)
Summer hours are beneficial to me and my work-life balance.	Mean	4.63	4.72	4.86	4.81	4.70	4.55
	SD	(.63)	(.67)	(.39)	(.53)	(.67)	(.74)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	3.40	2.54	2.48	2.69	2.44	2.65
	SD	(1.11)	(1.30)	(1.18)	(1.34)	(1.16)	(1.32)
I have opportunities to advance in my career at WKU.	Mean	3.49	3.11	2.88	2.98	2.72	2.82
	SD	(1.14)	(1.24)	(1.22)	(1.28)	(1.15)	(1.39)
My job description reflects what I really do.	Mean	4.12	3.56	3.33	3.20	2.79	3.39
	SD	(.74)	(1.8)	(1.18)	(1.27)	(1.30)	(1.18)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.83	2.24	2.63	2.44	2.30	2.89
	SD	(1.43)	(1.14)	(1.27)	(1.21)	(1.15)	(1.37)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	3.33	3.04	3.26	3.13	2.57	3.09
	SD	(1.08)	(1.22)	(1.22)	(1.42)	(1.27)	(1.29)
Vacation leave is approved fairly in my area.	Mean	4.38	4.59	4.59	4.55	4.42	4.34
	SD	(.67)	(.52)	(.52)	(.77)	(.55)	(.78)

\*\*Wording of item shortened to maintain pagination of table.

**Table 16. Mean Ratings and Standard Deviations by Salary Range**

There is some variability across ratings by salary range in the extent that employees agreed on the items ranges. Importantly, “winter break is an important benefit for me,” and “summer hours are beneficial to me and my work-life balance,” were consistently rated higher within the benefits offered, whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” and “Given the responsibilities and performance expectations of my job, I am paid fairly,” exhibited lower consistency in ratings.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=6	N=11	N=65	N=136	N=94	N=25	N=7
I am satisfied with the current health benefits offered by WKU.	Mean	2.67	3.87	3.81	3.54	3.40	3.75	3.71
	SD	(1.53)	(.84)	(1.07)	(1.13)	(1.13)	(1.03)	(1.25)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	2.50	4.10	3.98	4.17	4.20	4.24	4.14
	SD	(2.12)	(.74)	(.94)	(.83)	(.86)	(.66)	(1.46)
Winter break is an important benefit for me.	Mean	3.80	4.78	4.77	4.79	4.91	4.80	4.86
	SD	(1.64)	(.44)	(.64)	(.56)	(.28)	(.50)	(.38)
Summer hours are beneficial to me and my work-life balance.	Mean	4.00	4.44	4.65	4.79	4.81	4.56	4.71
	SD	(.00)	(.73)	(.73)	(.46)	(.52)	(.96)	(.76)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.40	3.00	2.70	2.56	2.56	2.80	3.57
	SD	(1.34)	(1.27)	(1.24)	(1.27)	(1.21)	(1.38)	(1.40)
I have opportunities to advance in my career at WKU.	Mean	2.33	3.40	2.82	2.97	3.00	3.28	3.60
	SD	(1.51)	(1.43)	(1.26)	(1.18)	(1.23)	(1.40)	(1.52)
My job description reflects what I really do.	Mean	3.83	3.64	3.25	3.30	3.44	3.71	4.00
	SD	(.41)	(1.12)	(1.18)	(1.25)	(1.20)	(1.80)	(1.41)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.67	2.73	2.19	2.35	2.74	3.04	4.00
	SD	(1.51)	(1.42)	(1.19)	(1.18)	(1.24)	(1.24)	(1.41)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	3.25	3.30	2.92	2.98	3.17	3.36	4.00
	SD	(.96)	(1.34)	(1.27)	(1.27)	(1.25)	(1.25)	(1.41)
Vacation leave is approved fairly in my area.	Mean	3.50	4.38	4.44	4.54	4.51	4.68	4.14
	SD	(.71)	(.74)	(.61)	(.53)	(.70)	(.48)	(1.46)

\*\*Wording of item shortened to maintain pagination of table.

**Table 17. Mean Ratings and Standard Deviations by Division**

There is some variability across ratings by division in the extent that employees agreed on the items. Importantly, “winter break is an important benefit for me,” and “summer hours are beneficial to me and my work-life balance,” were consistently rated higher within the benefits offered, whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” and “given the responsibilities and performance expectations of my job, I am paid fairly, “ exhibited consistently lower ratings compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Division				
		Academic Affairs N=131	Enrollment and Student Experience N=77	Strategy Operation and Finance N=87	Philanthropy and Alumni Engagement N=7	Office of the President N=18
I am satisfied with the current health benefits offered by WKU.	Mean	3.65	3.64	3.40	4.00	3.88
	SD	(1.06)	(1.06)	(1.19)	(1.41)	(1.15)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	4.04	4.12	4.30	4.71	4.31
	SD	(1.0)	(.67)	(.75)	(.49)	(1.01)
Winter break is an important benefit for me.	Mean	4.78	4.84	4.79	5.00	5.00
	SD	(.67)	(.37)	(.53)	(0.00)	(0.00)
Summer hours are beneficial to me and my work-life balance.	Mean	4.73	4.78	4.71	5.00	4.94
	SD	(.68)	(.45)	(.63)	(0.00)	(.25)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.74	2.64	2.44	3.43	3.33
	SD	(1.24)	(1.18)	(1.29)	(1.51)	(1.37)
I have opportunities to advance in my career at WKU.	Mean	3.02	3.29	2.80	3.14	3.20
	SD	(1.24)	(1.08)	(1.34)	(1.07)	(1.57)
My job description reflects what I really do.	Mean	3.27	3.59	3.38	3.71	3.83
	SD	(1.22)	(1.05)	(1.28)	(1.25)	(1.15)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.53	2.36	2.58	3.43	3.50
	SD	(1.22)	(1.23)	(1.24)	(1.51)	(1.34)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	3.20	3.17	2.85	3.14	3.61
	SD	(1.21)	(1.13)	(1.39)	(1.22)	(1.34)
Vacation leave is approved fairly in my area.	Mean	4.47	4.49	4.62	4.71	4.44
	SD	(.65)	(.78)	(.56)	(.49)	(1.09)

\*\*Wording of item shortened to maintain pagination of table.

**Table 18. Mean Ratings and Standard Deviations by Academic Affairs Unit**  
 Items related to pay are consistently rated lower across Academic Affairs Units.

Item	Academic Affairs Unit									
	CEBS N=18	CHHS N=18	GFCB N=8	OCSE N=18	PCAL N=12	Gatton Academy N=3	University Libraries N=13	Clinical Ed. Complex N=3	Other N=46	
I am satisfied with the current health benefits offered by WKU.	Mean	3.59	4.20	2.63	3.59	3.55	5.00	4.38	3.33	3.43
	SD	(1.06)	(.78)	(.92)	(1.18)	(.82)	(.00)	(.51)	(1.53)	(1.17)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	4.17	4.24	3.75	3.82	4.00	3.67	4.08	4.33	4.02
	SD	(.92)	(1.03)	(1.17)	(1.02)	(.45)	(1.53)	(1.12)	(.58)	(1.03)
Winter break is an important benefit for me.	Mean	4.67	4.89	5.00	4.50	4.50	5.00	4.77	5.00	4.84
	SD	(.97)	(.32)	(.00)	(1.04)	(1.17)	(.00)	(.44)	(.00)	(.37)
Summer hours are beneficial to me and my work-life balance.	Mean	4.87	4.82	5.00	4.20	4.64	4.50	4.62	5.00	4.77
	SD	(.35)	(.53)	(.00)	(1.18)	(.92)	(.71)	(.87)	(.00)	(.43)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay.	Mean	3.28	2.50	1.75	2.44	2.45	3.00	3.69	3.33	2.48
	SD	(1.23)	(1.10)	(1.04)	(1.04)	(1.29)	(1.00)	(1.18)	(2.08)	(1.26)
I have opportunities to advance in my career at WKU.	Mean	3.44	3.41	2.88	2.41	2.50	2.67	3.58	3.00	2.87
	SD	(1.15)	(1.18)	(1.13)	(1.06)	(1.38)	(.58)	(1.44)	(2.00)	(1.24)
My job description reflects what I really do.	Mean	3.00	3.50	4.00	3.17	2.92	3.33	3.54	3.33	3.17
	SD	(1.46)	(1.20)	(.93)	(1.38)	(1.38)	(1.16)	(1.20)	(2.08)	(1.02)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.67	2.72	1.63	2.11	2.25	1.67	3.15	2.67	2.37
	SD	(1.41)	(1.13)	(.52)	(1.08)	(1.06)	(.58)	(1.14)	(2.08)	(1.24)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	3.39	2.93	4.00	2.75	3.10	3.50	3.54	3.00	3.05
	SD	(1.15)	(.88)	(1.20)	(1.00)	(1.10)	(.71)	(1.27)	(2.00)	(1.36)
Vacation leave is approved fairly in my area.	Mean	4.28	4.44	4.63	4.53	4.70	4.67	4.31	4.33	4.52
	SD	(.75)	(.71)	(.52)	(.62)	(.48)	(.58)	(.86)	(.58)	(.55)

\*\*Wording of item shortened to maintain pagination of table.



**Leadership**



## Leadership

The following tables report the means ratings and standard deviations for each item assessing satisfaction with leadership, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

**Table 19. Mean Ratings and Standard Deviations by Employment Category**

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “I am treated fairly by my immediate supervisor,” “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “taking time off when needed is NOT a problem in my area,” and “my supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “my section/department/office is adequately staffed,” and “WKU offers adequate supervisory training,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Employment Category	
		Full-Time N=335	Part-Time N=15
I am treated fairly by my immediate supervisor.	Mean	4.39	4.60
	SD	(.87)	(.63)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.31	4.11
	SD	(.76)	(1.05)
Taking time off when needed to is NOT a problem in my area.	Mean	4.26	4.38
	SD	(.90)	(.87)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.12	4.50
	SD	(.97)	(.52)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.01	4.47
	SD	(1.13)	(.64)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.22	3.36
	SD	(1.25)	(1.12)
WKU offers adequate supervisory training.	Mean	2.96	2.92
	SD	(1.04)	(.67)
My section/department/office is adequately staffed.	Mean	2.72	3.53
	SD	(1.27)	(1.13)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.29	3.50
	SD	(1.13)	(.86)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.24	3.43
	SD	(1.10)	(.85)

**Table 20. Mean Ratings and Standard Deviations by Tenure**

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “I am treated fairly by my immediate supervisor,” “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “taking time off when needed is NOT a problem in my area,” and “my supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “my section/department/office is adequately staffed,” and “WKU offers adequate supervisory training,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Years of Employment					
		<1 year N=42	1-5 years N=76	6-10 years N=85	11-15 years N=54	16-20 years N=43	>21 years N=46
I am treated fairly by my immediate supervisor.	Mean	4.57	4.46	4.52	4.32	4.17	4.29
	SD	(.67)	(.93)	(.65)	(.98)	(.99)	(.87)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.28	4.42	4.41	4.39	4.08	4.10
	SD	(.83)	(.72)	(.74)	(.60)	(.80)	(.91)
Taking time off when needed to is NOT a problem in my area.	Mean	4.34	4.49	4.21	4.26	4.07	4.18
	SD	(.83)	(.68)	(.96)	(.94)	(.92)	(.94)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.00	4.17	4.23	4.26	3.90	4.18
	SD	(1.03)	(.95)	(.89)	(.96)	(1.08)	(.82)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.19	3.97	4.08	4.15	3.79	4.00
	SD	(1.07)	(1.19)	(1.08)	(1.12)	(1.16)	(1.04)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.66	2.99	3.33	3.27	3.02	3.24
	SD	(1.15)	(1.20)	(1.23)	(1.39)	(1.22)	(1.22)
WKU offers adequate supervisory training.	Mean	3.28	2.93	2.95	2.88	2.92	2.93
	SD	(.86)	(1.04)	(1.00)	(1.13)	(1.00)	(1.13)
My section/department/office is adequately staffed.	Mean	3.41	2.85	2.73	2.53	2.48	2.64
	SD	(1.16)	(1.23)	(1.27)	(1.24)	(1.29)	(1.33)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.63	3.31	3.23	3.23	3.14	3.30
	SD	(.87)	(1.21)	(1.10)	(1.06)	(1.20)	(1.19)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.58	3.24	3.19	3.19	3.00	3.34
	SD	(.84)	(1.19)	(1.04)	(1.16)	(1.08)	(1.14)

**Table 21. Mean Ratings and Standard Deviations by Salary Range**

There is some variability across ratings by salary range in the extent that employees agreed on the items ranges. Importantly, “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “taking time off when needed is NOT a problem in my area,” and “my supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “WKU offers adequate supervisory training,” and “My section/department/office is adequately staffed,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=6	N=11	N=65	N=136	N=94	N=25	N=7
I am treated fairly by my immediate supervisor.	Mean	4.67	4.45	4.39	4.45	4.40	4.32	4.29
	SD	(.52)	(.67)	(.70)	(.81)	(.87)	(1.03)	(1.50)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	3.0	4.00	4.23	4.36	4.33	4.48	4.29
	SD	(.00)	(1.0)	(.91)	(.69)	(.69)	(.51)	(1.50)
Taking time off when needed to is NOT a problem in my area.	Mean	4.75	4.00	4.03	4.40	4.28	4.28	4.14
	SD	(.50)	(1.0)	(1.04)	(.77)	(.85)	(.84)	(1.57)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.67	3.82	3.89	4.20	4.18	4.36	4.17
	SD	(.58)	(1.25)	(1.07)	(.93)	(.90)	(.70)	(1.60)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.67	4.09	3.95	4.08	3.98	4.04	4.29
	SD	(.52)	(.83)	(1.15)	(1.01)	(1.21)	(1.17)	(1.50)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.00	3.73	3.31	3.11	3.14	3.64	4.17
	SD	(0.00)	(1.27)	(1.24)	(1.26)	(1.21)	(1.15)	(1.60)
WKU offers adequate supervisory training.	Mean	3.20	3.13	2.83	3.12	2.71	3.08	3.43
	SD	(.45)	(.99)	(1.11)	(.99)	(1.06)	(.86)	(1.27)
My section/department/office is adequately staffed.	Mean	3.67	3.30	2.86	2.82	2.62	2.12	3.00
	SD	(1.03)	(1.25)	(1.32)	(1.24)	(1.25)	(1.09)	(1.55)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.40	3.64	3.17	3.27	3.35	3.20	3.67
	SD	(.89)	(.67)	(1.15)	(1.16)	(1.08)	(1.16)	(1.51)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.20	3.64	3.17	3.21	3.24	3.36	3.67
	SD	(.84)	(.67)	(1.10)	(1.13)	(1.06)	(1.11)	(1.51)

**Table 22. Mean Ratings and Standard Deviations by Division**

There is some variability across ratings by division in the extent that employees agreed on the items ranges. Importantly, “I am treated fairly by my immediate supervisor,” “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “taking time off when needed is NOT a problem in my area,” and “my supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “WKU offers adequate supervisory training,” and “my section/department/office is adequately staffed,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Division				
		Academic Affairs N=131	Enrollment and Student Experience N=77	Strategy Operation and Finance N=87	Philanthropy and Alumni Engagement N=7	Office of the President N=18
I am treated fairly by my immediate supervisor.	Mean	4.39	4.60	4.41	4.29	4.17
	SD	(.80)	(.65)	(.95)	(.49)	(1.34)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.38	4.50	4.18	4.50	4.24
	SD	(.66)	(.63)	(.84)	(.58)	(1.15)
Taking time off when needed to is NOT a problem in my area.	Mean	4.15	4.43	4.37	4.43	4.28
	SD	(.99)	(.66)	(.84)	(.54)	(1.27)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.15	4.28	4.11	4.29	4.24
	SD	(.98)	(.79)	(1.02)	(.49)	(1.03)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.02	4.21	4.07	3.43	4.17
	SD	(1.08)	(.95)	(1.12)	(1.40)	(1.34)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.36	3.20	3.21	2.71	3.59
	SD	(1.18)	(1.14)	(1.34)	(1.50)	(1.50)
WKU offers adequate supervisory training.	Mean	2.95	2.97	2.97	2.86	3.18
	SD	(1.09)	(.94)	(1.03)	(1.35)	(1.02)
My section/department/office is adequately staffed.	Mean	3.07	2.61	2.37	3.33	2.82
	SD	(1.29)	(1.19)	(1.22)	(1.51)	(1.29)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.46	3.39	2.98	4.17	3.87
	SD	(1.03)	(1.03)	(1.15)	(1.17)	(1.31)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.31	3.38	3.01	4.50	3.81
	SD	(1.05)	(.95)	(1.13)	(.55)	(1.33)

**Table 23. Mean Ratings and Standard Deviations by Academic Affairs Unit**  
 Items regarding staffing levels and adequate supervisory training exhibited the most consistency across Academic Affairs Units.

Item	Academic Affairs Unit									
	CEBS N=18	CHHS N=18	GFCB N=8	OCSE N=18	PCAL N=12	Gatton Academy N=3	University Libraries N=13	Clinical Ed. Complex N=3	Other N=46	
I am treated fairly by my immediate supervisor.	Mean	4.39	4.53	4.75	4.41	4.58	4.67	4.33	4.67	4.33
	SD	(.50)	(.87)	(.46)	(.87)	(.52)	(.58)	(.78)	(.58)	(.82)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.28	4.20	4.86	4.13	4.50	5.00	4.27	4.33	4.28
	SD	(.83)	(.68)	(.38)	(.74)	(.53)	(.00)	(.65)	(.58)	(.79)
Taking time off when needed to is NOT a problem in my area.	Mean	3.61	4.18	4.75	4.18	4.36	4.33	4.17	4.33	4.18
	SD	(1.29)	(1.02)	(.46)	(.88)	(.51)	(.58)	(.94)	(.58)	(.91)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	3.94	4.24	4.38	3.94	4.50	3.67	4.00	4.50	4.15
	SD	(1.16)	(1.09)	(1.06)	(1.06)	(.52)	(.58)	(.95)	(.71)	(.96)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.06	3.94	4.38	3.88	4.50	3.33	3.75	4.00	4.13
	SD	(.94)	(1.20)	(1.06)	(1.22)	(.52)	(1.53)	(1.22)	(1.73)	(.91)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.13	3.47	4.13	3.13	3.58	3.50	3.55	3.67	3.19
	SD	(1.30)	(1.33)	(.99)	(1.13)	(.67)	(.71)	(1.21)	(1.53)	(1.15)
WKU offers adequate supervisory training.	Mean	3.13	2.88	3.29	3.14	2.91	3.00	3.80	3.67	2.83
	SD	(.96)	(1.11)	(.95)	(.86)	(.83)	(1.00)	(1.23)	(1.53)	(1.06)
My section/department/office is adequately staffed.	Mean	3.41	3.65	3.63	2.94	2.83	4.33	3.50	4.00	2.63
	SD	(1.33)	(1.32)	(1.06)	(1.20)	(1.19)	(.58)	(1.38)	(.00)	(1.14)
My department leaders communicate Caboni's plans and vision appropriately.	Mean	3.39	3.53	4.13	3.53	3.08	3.33	3.67	3.33	3.14
	SD	(1.04)	(.94)	(.99)	(1.01)	(1.31)	(.58)	(.89)	(1.53)	(1.07)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.06	3.41	4.00	3.29	3.08	3.50	3.67	3.33	3.07
	SD	(1.11)	(.94)	(.93)	(1.11)	(1.31)	(.71)	(.89)	(1.53)	(1.09)



## **Overall Satisfaction**

## Overall Satisfaction

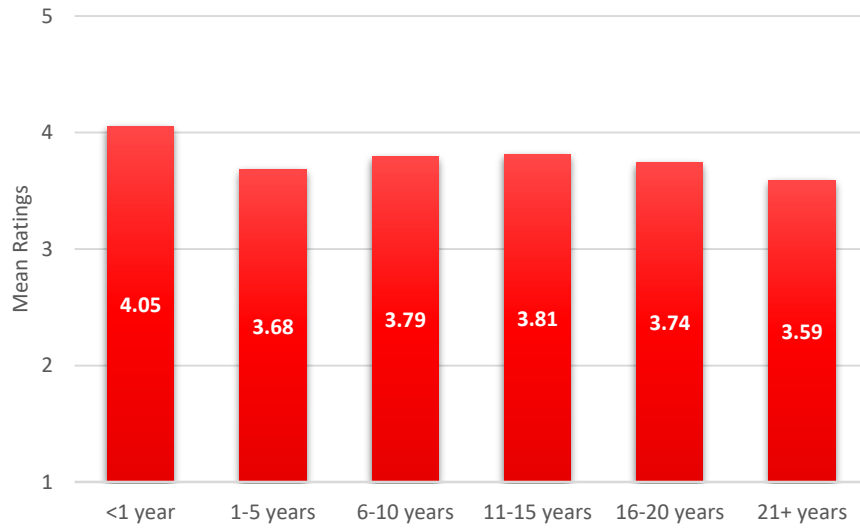
The following figures display the mean rating for overall satisfaction working at WKU broken down by employment category, tenure, salary range, and division.

Item	Mean Rating	SD
Overall, I am satisfied working at WKU.	3.78	0.89

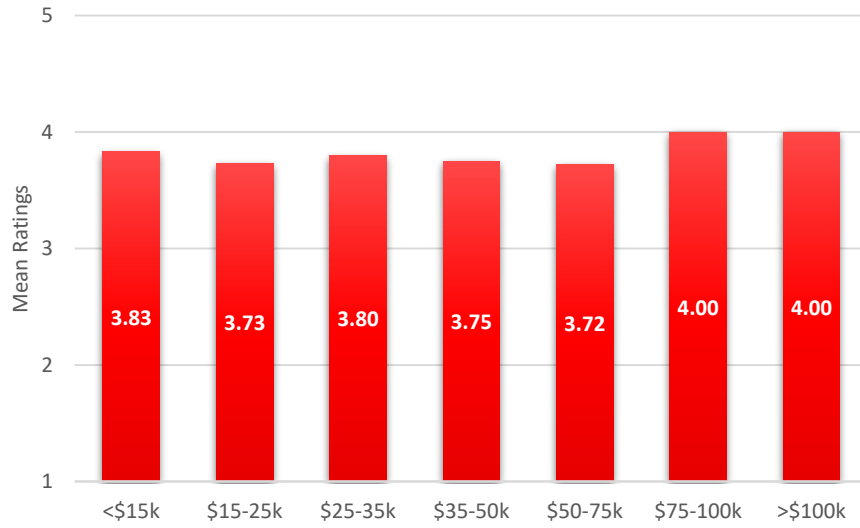
**Figure 9. Mean Ratings for Overall Satisfaction by Employment Category**



**Figure 10. Mean Ratings for Overall Satisfaction by Tenure**

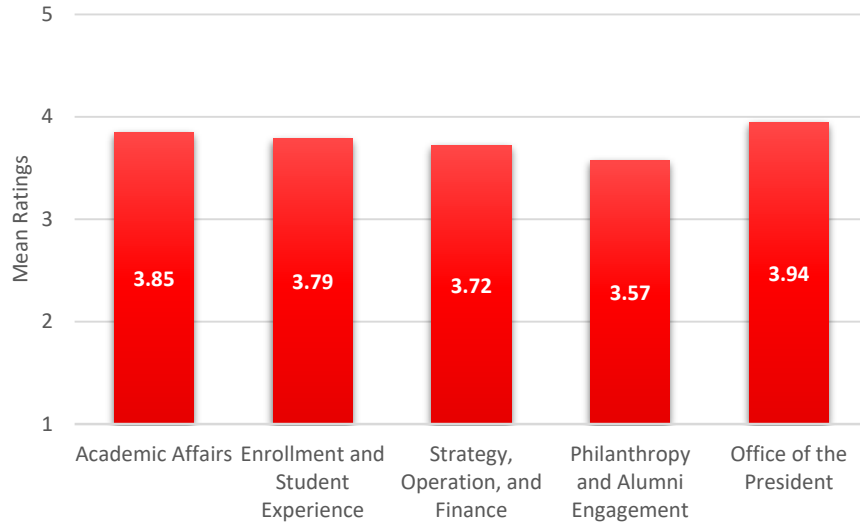


**Figure 11. Mean Ratings for Overall Satisfaction by Salary Range**





**Figure 12. Mean Ratings for Overall Satisfaction by Division**



**Figure 13. Mean Ratings for Overall Satisfaction by Academic Affairs Unit**

