



# Spring 2024 Employee Engagement Survey: A Presentation to the Faculty Senate

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# Presentation Overview

- Survey background
- Overview of reports on results
- Response rates
- Quick take-aways
- Results for faculty
  - 2024 EES, faculty overall
  - Trends
  - Sub-group comparisons
- Possible reasons for leaving (all employees)
- Next Steps



# **SURVEY BACKGROUND**

# Background

- **UNC System Office Initiative**
- **Administered by:**
  - ModernThink (*“Great Colleges to Work For” Higher Education Insight Survey*)
- **Frequency:**
  - Biennial
  - Early Spring 2018, 2020, 2022, 2024 (*likely to continue*)
- **Population:**
  - All full-time permanent employees (NC State Spring 2022 N=8,505)
- **Method:**
  - Online
  - English, Spanish, and French language
- **NC State EES advisory team**
  - UHR, ISA, OEO, Faculty Excellence, Faculty Senate, Staff Senate, UComm
- **Project websites** (*all 2024 pages coming soon*)
  - [UNC System Office website](#) (*background, system-wide results, links to institution results for 2022, 2020, 2018*)
  - [HR website](#) (*background, high level summary, action plan, FAQ*)
  - [ISA website](#) (*tables with detailed results, subgroup analyses, trends, peer comparisons*)

# Survey Instrument

*(Note: The questionnaire was revised in both 2022 and in 2024)*

**Level of agreement\* with 41 “belief statements” grouped into 10 core dimensions**

- Job satisfaction/support
- Faculty and staff well-being (*revised*)
- Performance management (*revised*)
- Supervisors/department chair effectiveness
- Communication (*revised*)
- Collaboration (*new/revised*)
- Work environment (*formerly DIB*) (*new/revised*)
- Mission and pride (*revised*)
- Confidence in senior leadership (*revised*)
- Professional development (*new/revised*)

\* Response options: “strongly agree,” “agree,” “sometimes agree sometimes disagree,” “disagree,” “strongly disagree”

- **Most likely reasons for leaving NCSU**
- **Open-Ends**
  - What they most appreciate working at NC State
  - Suggestions for improvements
- **Employee Information**
  - **Auto-populated**
    - Job category
    - Colleges/Divisions
      - Units within college/division
      - *Note: NC State provided MT with a list of organizational units. Many units were collapsed/combined to protect the confidentiality of respondents.*
  - **Self-reported**
    - Demographics
      - gender, race, age
    - Employment characteristics
      - tenure status, rank, salary, years in current position

# Survey Instrument: Instructions / Definitions

The questionnaire, developed and administered by ModernThink, included the following instructions:

## BELIEF STATEMENTS

Consider your typical day at work. For each statement, mark the response that best describes your experience using the five-point agreement scale. If you are not able to appropriately evaluate a specific item, please indicate Not Applicable.

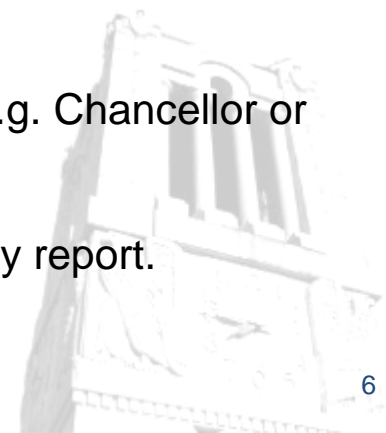
## DEFINITIONS:

**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.



# Faculty

- **Faculty** (*N respondents=672*)

- Based on employee classification, as submitted by UNC-SO with population file
- Includes librarians
- Excludes SAAO1 (SAAO) and SAAO2 (EPS) with faculty rank

- **Tenure Status**

- Self-reported on survey
- *Tenure Status*
  - *Tenured (N=350)*
  - *Tenure Track/Untenured (N=87)*
  - *Professional Track / Term Appt (N=160)*
  - *Not Applicable (N=5)*
  - *Decline to Answer (N=34)*
  - ***MISSING (N=36)***

- **Rank\***

- Self-reported on survey
- *Faculty Appointment*
  - *Department Chair (N=15)*
  - *Professor (N=229)*
  - *Associate Professor (N=155)*
  - *Assistant Professor (N=126)*
  - *Other (N=60)*
  - *Decline to Answer (N=50)*
  - ***MISSING (N=37)***

\* *Professional track faculty were asked the “rank” questions, with the above response options. It is unknown how professional track faculty responded. E.G., Did an “assistant teaching professor” select “assistance professor” or did they select “other”?*

# REPORTS ON RESULTS



# Reports on Results: Provided by ModernThink

- ***[Unit-record results NOT provided]***
- **Ratings for each individual belief statement (“strongly agree” to “strongly disagree”)**
- **Average “Favorable,” “Neutral,” and “Unfavorable” ratings\***
  - **Each core dimension**
  - **Belief statements broken out by**
    - Demographics
    - Employment characteristics, e.g.,
      - Tenure status (tenured, pre-tenure, professional track)
      - Rank (head, professor, associate professor, assistant professor)
    - College/Division and tiers (*‘favorable’ ratings only*)
    - Trends (2024, 2022, 2020, 2018)
  - **Benchmarks (2024, 2022, 2020, 2018)**
    - UNC System overall
    - Great Colleges participating institutions
- **Verbatim open-end comments** (*by employee classification*)

\* “Favorable” = combined “Strongly Agree” + “Agree,” “Neutral” = “Sometimes Agree / Sometimes Disagree,” “Unfavorable” = combined “Strongly Disagree” + “Disagree”



# Reports on Results: ISA Website\*

- [Dashboard](#)
  - Tables & barcharts
  - Filters
    - Year of survey administration
    - Job category
    - Tenure status
    - Rank
    - Years at NC State
    - Gender
    - Race/ethnicity
    - Benchmarks
- [Spreadsheets](#)
  - Overall results
  - Subgroup comparisons
  - Trends (2024 vs 2022)
    - Overall
    - Subgroups
- [Presentation](#)
  - Background
  - Administration methods
  - Response rates
  - Results

\* ISA 2024 EES website goes live on December 4, 2024



# Reports on Results: Provided by NC State

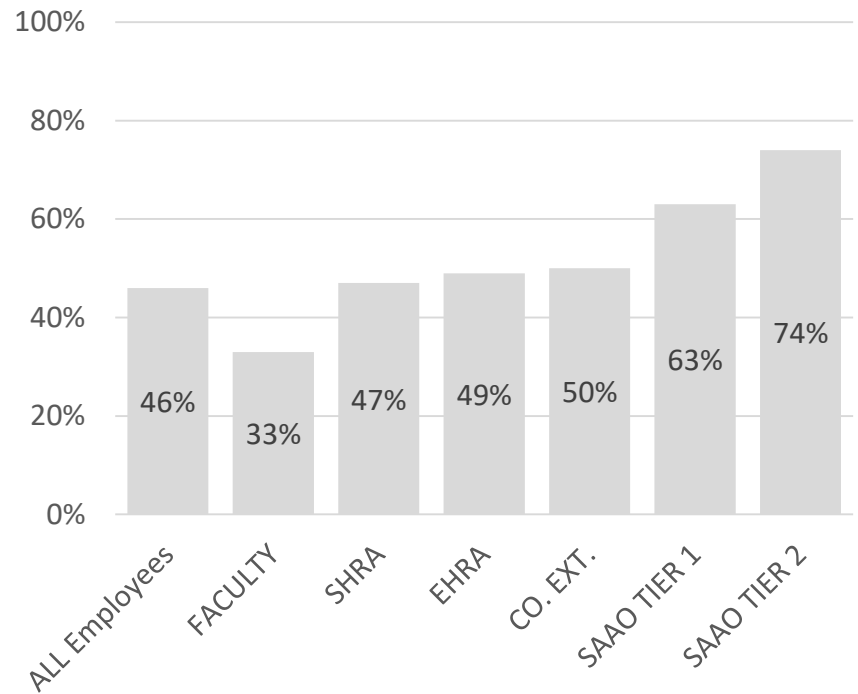
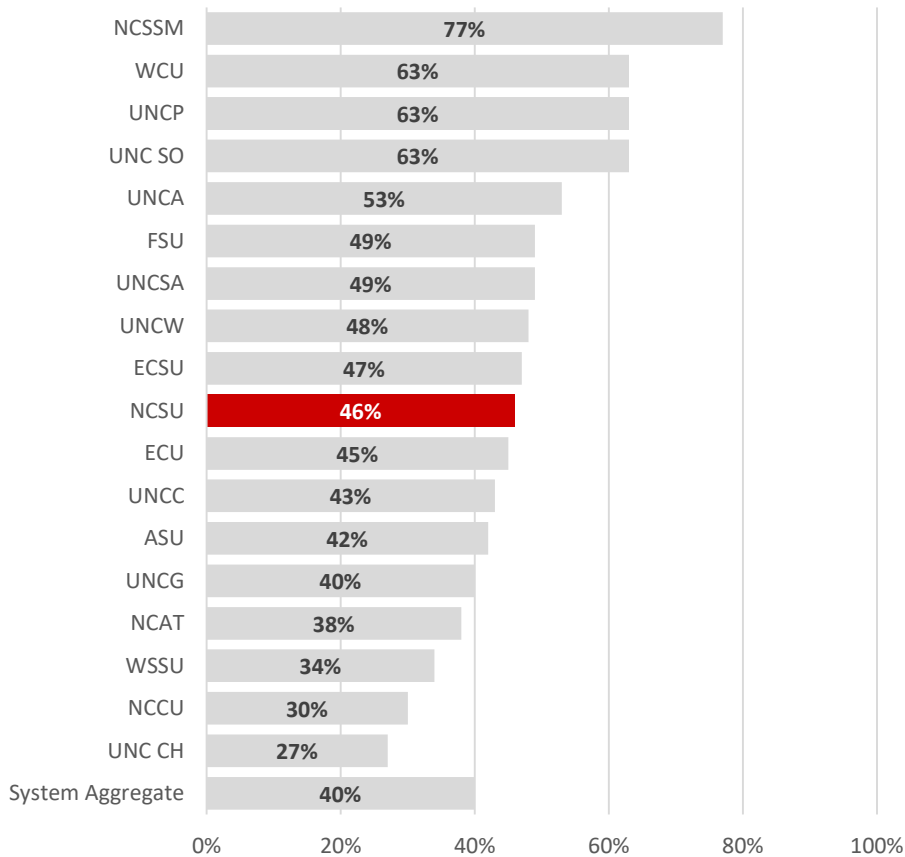
- **Individual reports with college results provided to each dean**  
*[same for VCs/VPs]*
  - Response rates, by tier group
    - *“tier groups” = college/division overall → aggregated departments*
    - *Identified by Dean/VC/VP*
  - Tier group crosswalk (2024 and 2022)
  - Core dimensions and belief statements, by (unnamed) college
    - *Noting colleges in top and bottom 25% favorable rating on each item*
  - Belief statements, NC State overall and college
    - *Sorted hi to low favorable rating*
  - College ten most and least favorably rated belief statements
  - Core dimensions and belief statements ratings for each tier group
  - Core dimensions and belief statements trends, 2024 vs 2022 (*favorable ratings*)
    - College overall
    - Tier groups
  - **Note: No breakouts by demographic or employment characteristics available**

# RESPONSE RATES

# Response Rates

NC State's response rate of 46% (4,233 of 9,250 employees) increased 1 pct pt from 2022 (45%), and was above the system average of 40%

NC State SAAO Tier 2 (EPS) employees had the highest response rate, and faculty the lowest



# Faculty Response Rates Over Time

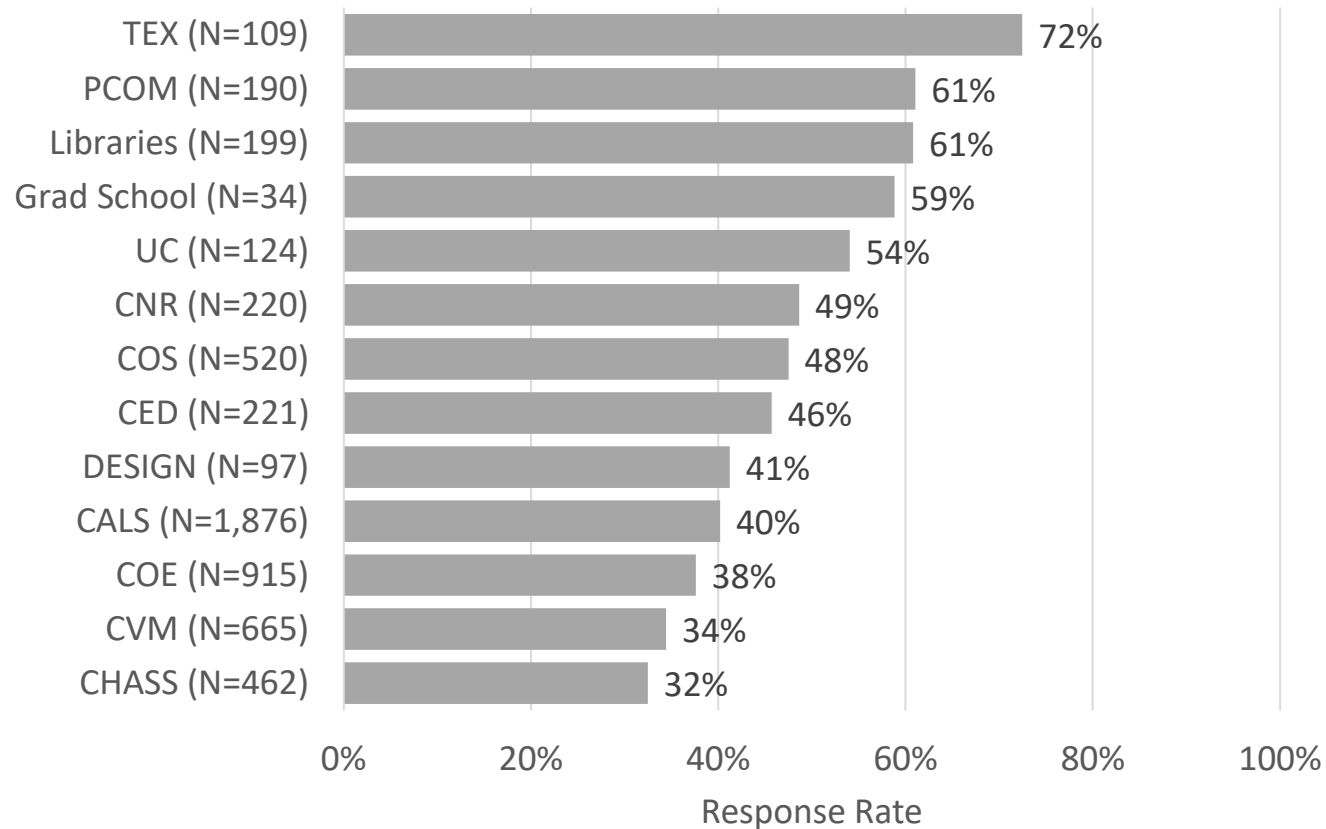
The 2024 faculty participation rate

- Dropped 3 pct pts from that in 2022, compared to other employee groups either being unchanged or improving
- Dropped 16 pct pts from it's high of 49% in 2020
  - *NC State overall response rate in 2020: 57%*

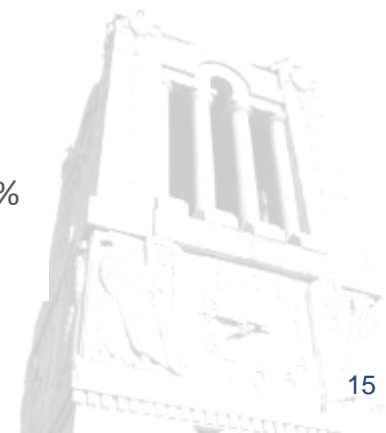
NC State Faculty Participation Rate			
Survey Year	Population N	Respondent N	Response Rate
2024	2,009	672	33%
2022	2,040	731	36%
2020	2,089	1,025	49%
2018	2,015	942	47%

# Response Rates By College

## Response rates varied widely by college



\* "(N=nnn)" = population N



# Quick Take-Aways: Employees Overall

- **Overall results are very positive**

- ✓ NC State's average ratings are notably more favorable than those for the UNC System overall on 21 of the 41 belief statements, and notably less favorable on only one.
- ✓ Ratings for 26 of the belief statements fall in the “excellent to very good” or “good” range. For no belief statements were ratings considered “acute,” while three are considered to “warrant attention.”
- ✓ NC State ratings from the 2024 EES are generally similar to or more favorable than the 24 comparable items from the survey in 2022
  - ✓ Slightly **more favorable** in 2024 on 9 of the 24 belief statements
  - ✓ Slightly **less favorable** in 2024 on 2 belief statements





# FACULTY RESULTS

# FYI: Ratings Classification

*(per ModernThink and UNC System Office)*

## Favorable ratings (“Strongly Agree” + “Agree”)

- 75%+ = Excellent to Very Good
- 65% - 74% = Good
- 55% - 64% = Fair to Mediocre
- 45% - 54% = Warrants Attention
- <45% = Acute

## Unfavorable ratings (“Strongly Disagree” + “Disagree”)

- <10% = Excellent to Very Good
- 10% - 14% = Good
- 15% - 19% = Fair to Mediocre
- 20% - 29% = Warrants Attention
- 30%+ = Acute



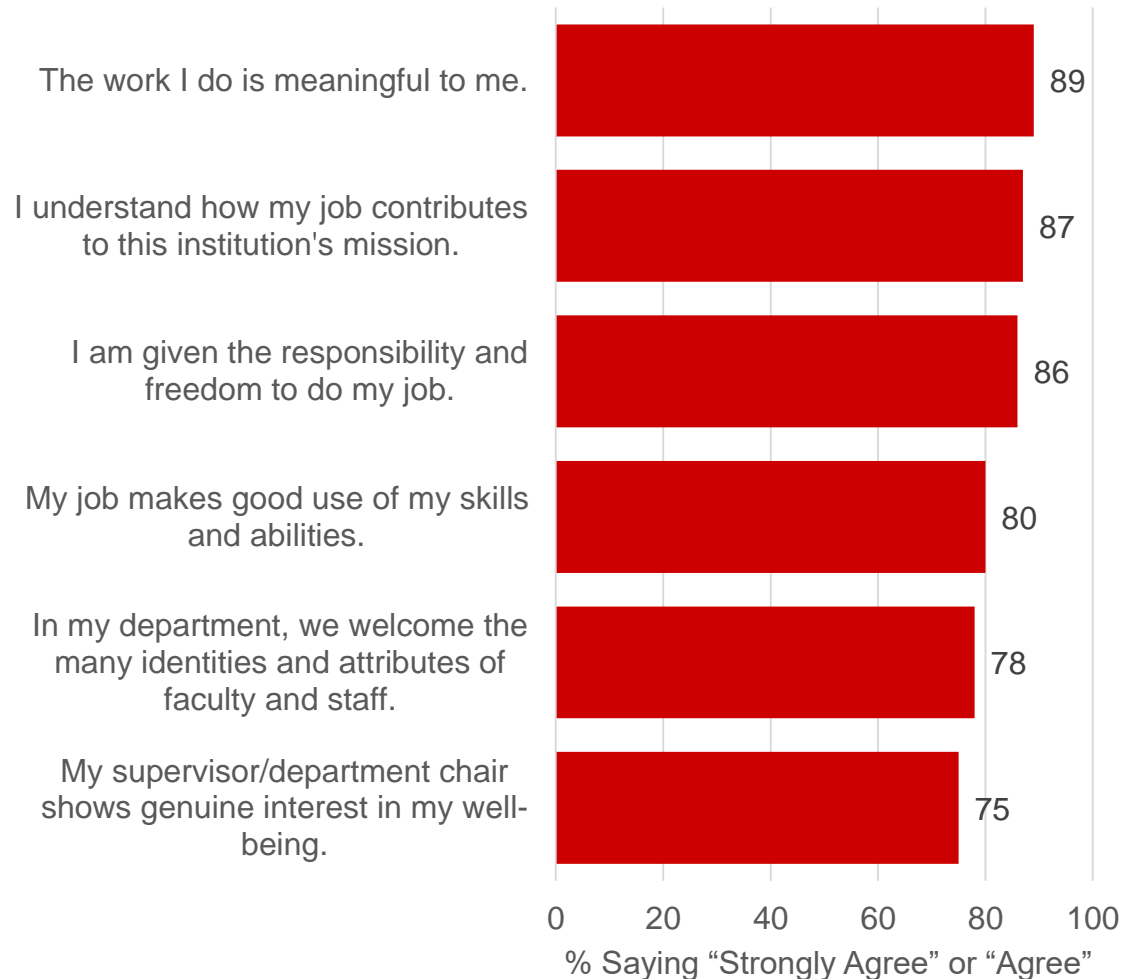
# Core Dimensions: Overall Favorable Rating, by Job Category

- Faculty had the least favorable overall average rating of all employee groups (60%)
- Faculty had the lowest average favorable rating on 7 of the 10 core dimensions
- Faculty ratings on 3 core dimensions were considered to **“Warrant Attention”** (45%-54% favorable)
  - Performance management
  - Communication
  - Collaboration
- Faculty ratings on 1 core dimension were considered **“Acute”** (<45% favorable)
  - Confidence in senior leadership

Core Dimensions	NC State	SAAO Tier 1	SAAO Tier 2	Faculty	EHRA	SHRA	CoExt
	N=4,233	N=12	N=233	N=672	N=1447	N=1778	N=91
Job Satisfaction/Support	83	100	86	85	86	79	83
Faculty & Staff Well-being	73	89	78	63	77	73	80
Performance Management	55	90	60	51	57	53	62
Supervisor / Department Chair Effectiveness	73	97	67	68	75	73	80
Communication	61	85	64	49	67	60	70
Collaboration	63	97	74	52	68	63	67
Work Environment	75	94	80	64	78	75	84
Mission & Pride	75	96	84	64	78	76	82
Confidence in Senior Leadership	56	96	71	42	60	56	72
Professional Development	69	94	76	69	72	66	74
Overall Survey Average	68	94	74	60	72	67	76

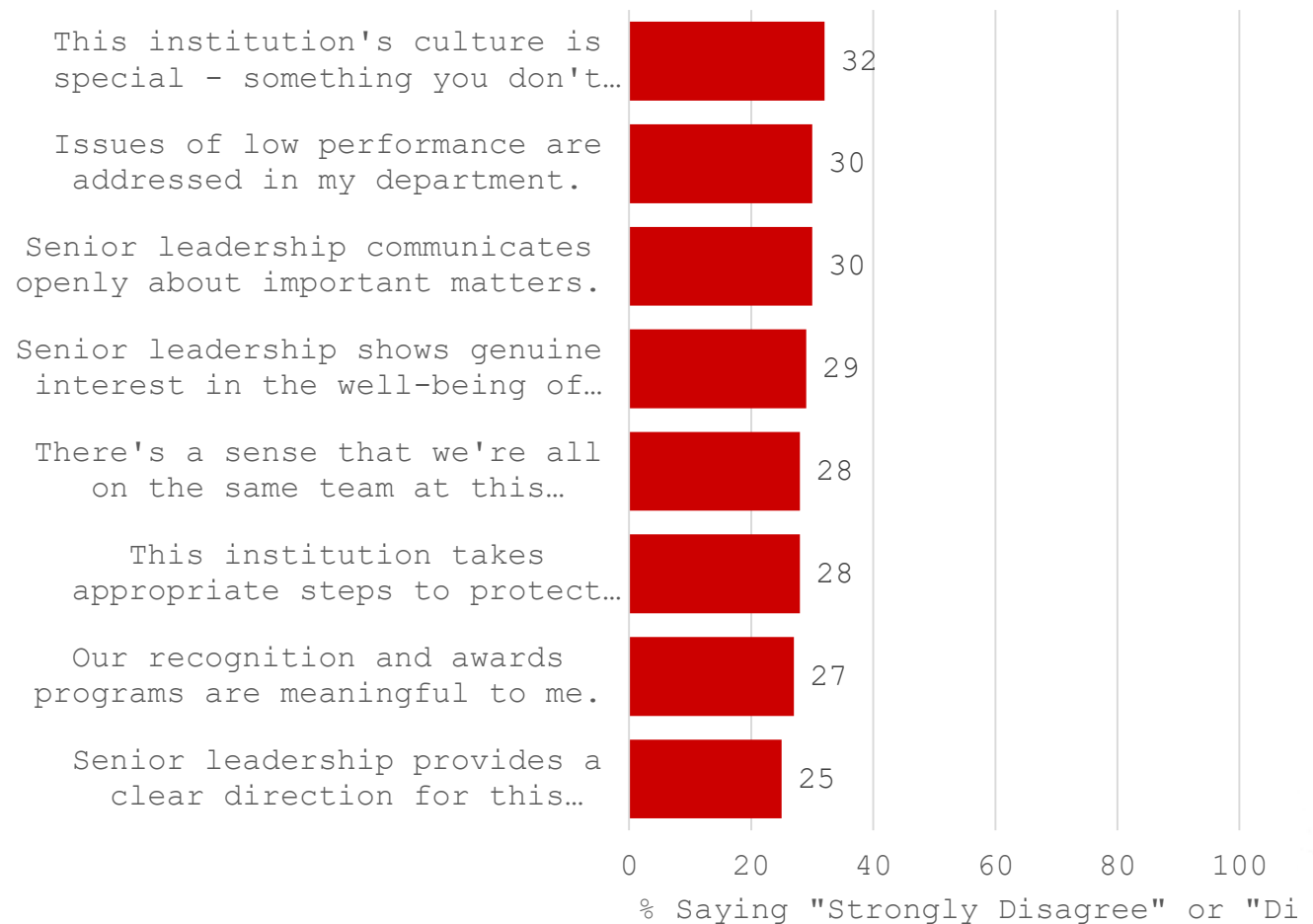
# Belief Statements: Faculty Overall Most Favorably Rated

- Half or more of faculty gave a **favorable** rating to 30 of the 41 belief statements
- 3/4ths or more gave a **favorable** rating to 6 belief statements



# Belief Statements: Faculty Overall Most Unfavorably Rated

- 10% or more of faculty overall gave an **unfavorable** rating to 34 of the 41 belief statements
- 25% or more gave an **unfavorable** rating to 8 belief statements



# TRENDS

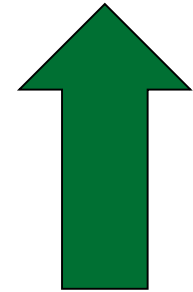
# Trend Challenges

- **Variable number of belief statement**
  - 2018 = 60 statements
  - 2020 = 61 statements
  - 2022 = 30 statements
  - 2024 = 41 statements
- **Statements dropped / New statements added**
- **Statement wording revisions (e.g.,)\***
  - In my department, we welcome the many identities and attributes of faculty and staff (2024) **vs**  
In my department, we welcome diversity in all its forms (2022)
  - Promotions in my department are based on a person's performance (2024) **vs**  
Promotions in my department are based on a person's ability (2022, 2020, 2018)
- **Comparability of belief statements**
  - 18 statements common to all 4 years
  - 24 statements common to 2024 and 2022
- **Only 2 of the 10 core dimensions in 2024 are considered comparable to past years**

\* In the following slides, statements that have been revised are noted with an asterisk (“\*”)

# Belief Statement Trends Summary: Faculty Overall, 2024 vs 2022

Of the 24 belief statements in common,  
faculty ratings in 2024 are 3 or more percentage points  
**more favorable** than those in 2022  
for 6 statements:



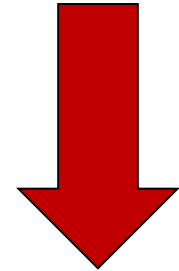
- This institution has clear and well-defined procedures for dealing with discrimination\* (+7 pct pts)
- In my department, we welcome the many identities and attributes of faculty and staff\* (+7)
- Promotions in my department are based on a person's performance\* (+4)
- At work, I know where to go for help with my mental or emotional well-being (+4)
- I feel a sense of belonging at this institution (+3)
- I receive feedback from my supervisor/department chair that helps me (+3)



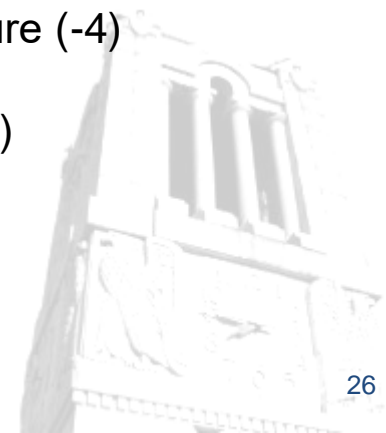


# Belief Statement Trends Summary: Faculty Overall, 2024 vs 2022

Of the 24 belief statements in common,  
faculty ratings in 2024 are 3 or more percentage points  
**less favorable** than those in 2022  
for 5 statements:



- This institution is well run (-13 pct pts)
- This institution's culture is special – something you don't find just anywhere (- 8)
- This institution takes appropriate steps to protect the health and safety of faculty, staff and students (-7)
- Senior leadership provides a clear direction for this institution's future (-4)
- I am given the opportunity to develop me skills at this institution (-4)



# Belief Statement Trends: Faculty Overall, 2018 thru 2024

- **37 of the 41 belief statements in 2024 had been asked in one or more previous administrations of the survey**
  - Question wording had been revised for 5 of 37 (but considered similar enough for trends)



# Belief Statement Trends: Faculty Overall, 2018 thru 2024

- **There is little to no variance in ratings over the years for 10 of the 37 statements**
  - This institution's policies and practices give me the flexibility to manage my work and personal life (3 pt range)\*
  - Our review process accurately measures my job performance (3 pts)
  - There is appropriate recognition of innovative and high-quality teaching (3 pts)
  - My supervisor/department chair makes their expectations clear (3 pts)
  - My supervisor/department chair is consistent and fair (3 pts)
  - I feel a sense of belonging at this institution (+3 pts)
  - I understand how my job contributes to this institution's mission (3 pts)
  - I am given the responsibility and freedom to do my job (2 pts)
  - The work I do is meaningful to me (2 pts)
  - My supervisor/department chair shows genuine interest in my well-being (1 pt)

\* Range includes that for belief statements asked in each year, asked in 2018, 2020 and 2024, and those asked only in 2022 and 2024.

# Belief Statement Trends: Faculty Overall, 2018 thru 2024

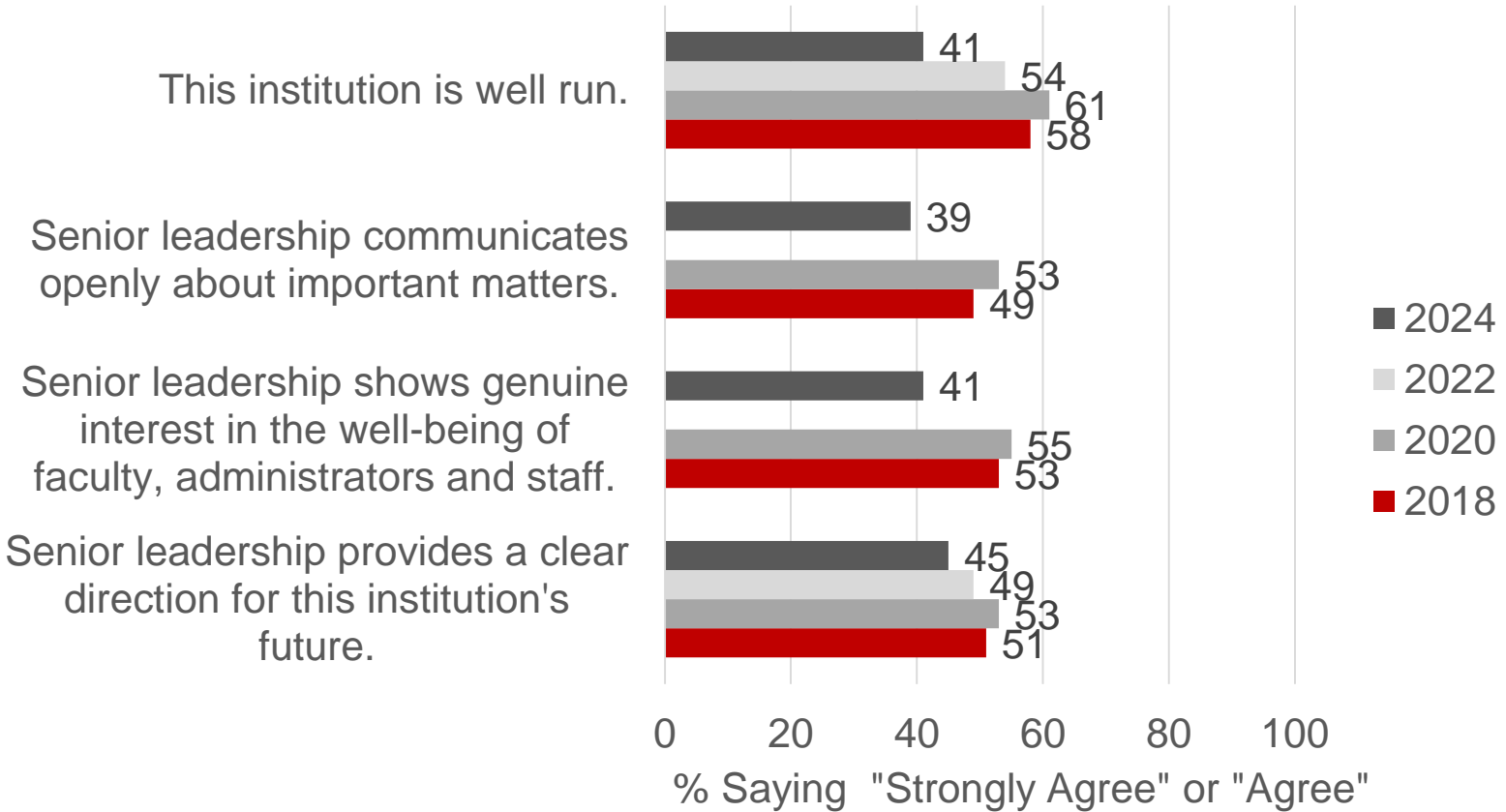
- **Variance in ratings over the years is largest for**
  - This institution is well run (20 pts)
  - This institution has clear and well-defined procedures for dealing with discrimination\* (17 pts)
  - Senior leadership communicates openly about important matters (14 pts)
  - Senior leadership shows genuine interest in the well-being of faculty (14 pts)
  - There's a sense that we are all on the same team at this institution (12 pts)
  - This institution's culture is special – something you don't find just anywhere (12 pts)
  - All things considered this is a great place to work (10 pts)

\* Range includes that for belief statements asked in each year, asked in 2018, 2020 and 2024, and those asked only in 2022 and 2024.



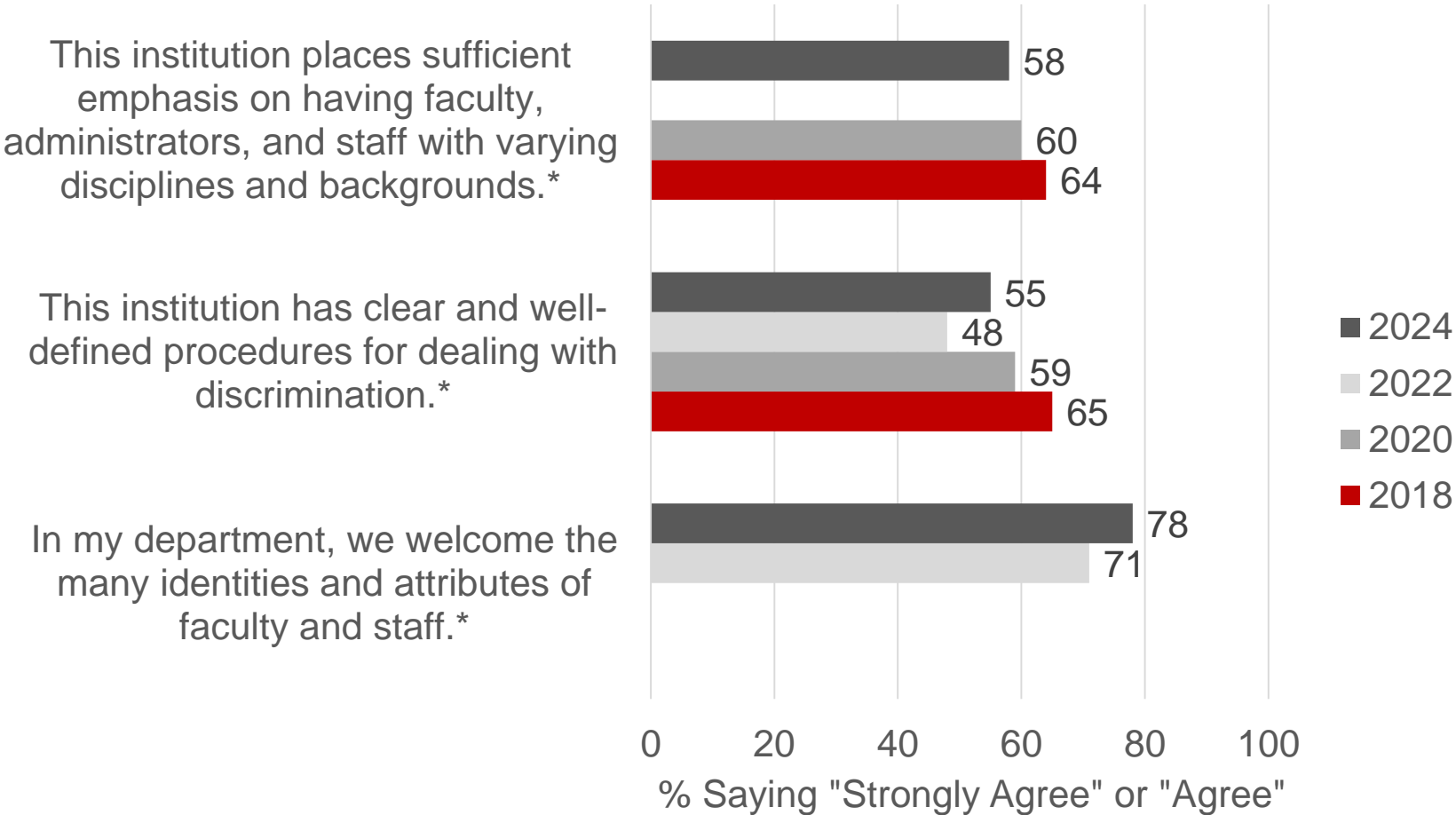
# Belief Statement Trends: Faculty Overall, 2018 thru 2024

## Confidence in Senior Leadership



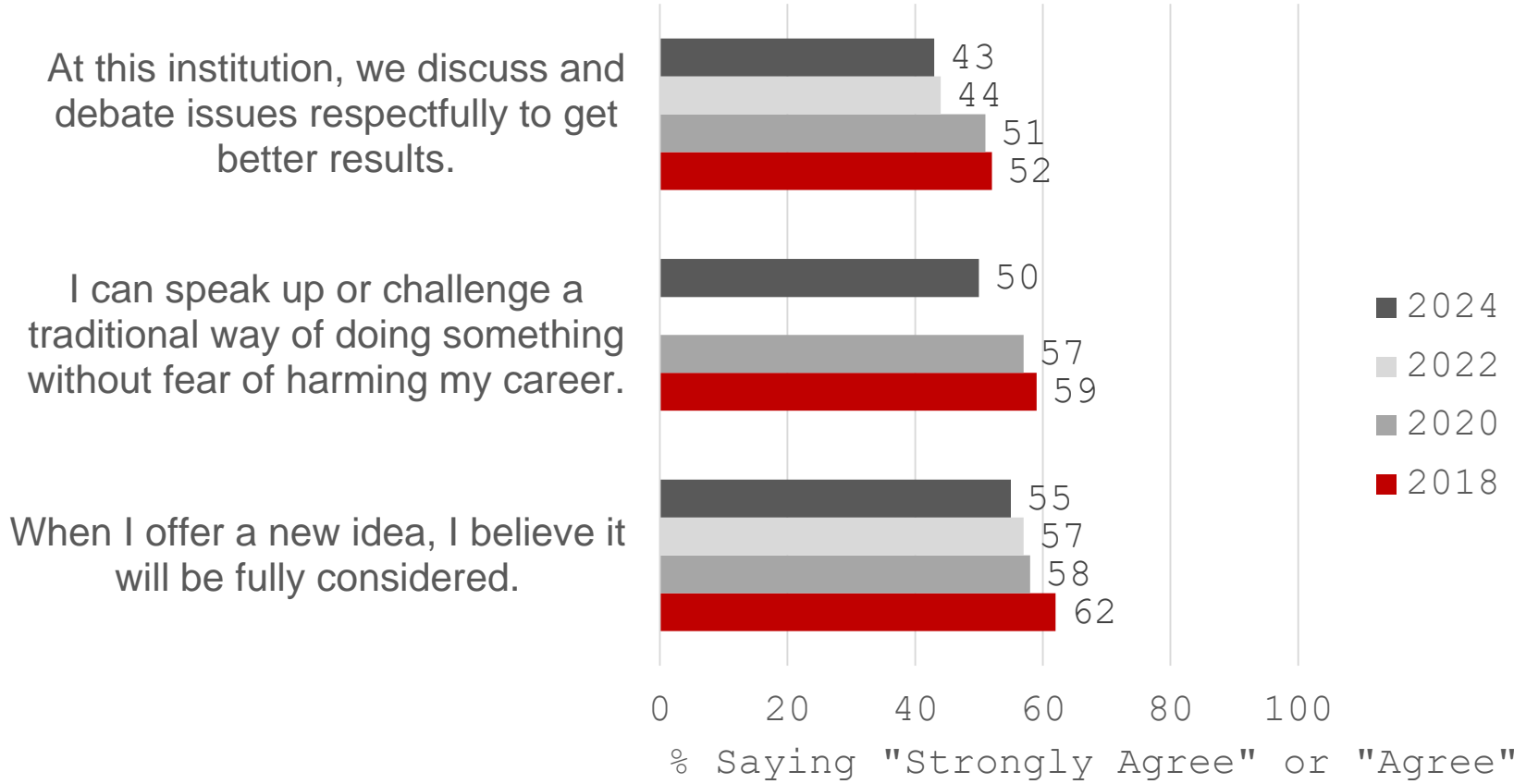
# Belief Statement Trends: Faculty Overall, 2018 thru 2024

## Work Environment



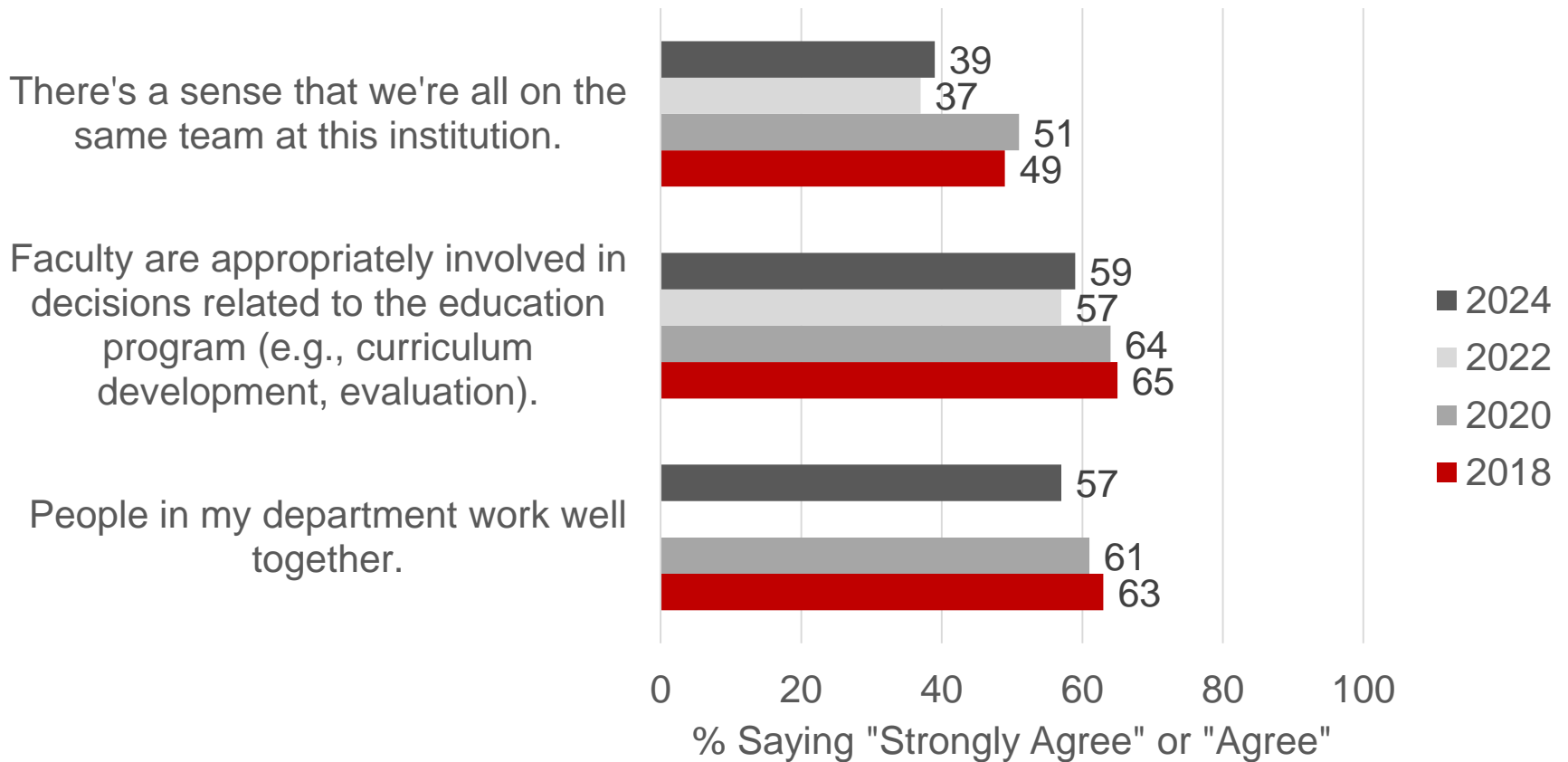
# Belief Statement Trends: Faculty Overall, 2018 thru 2024

## Communication



# Belief Statement Trends: Faculty Overall, 2018 thru 2024

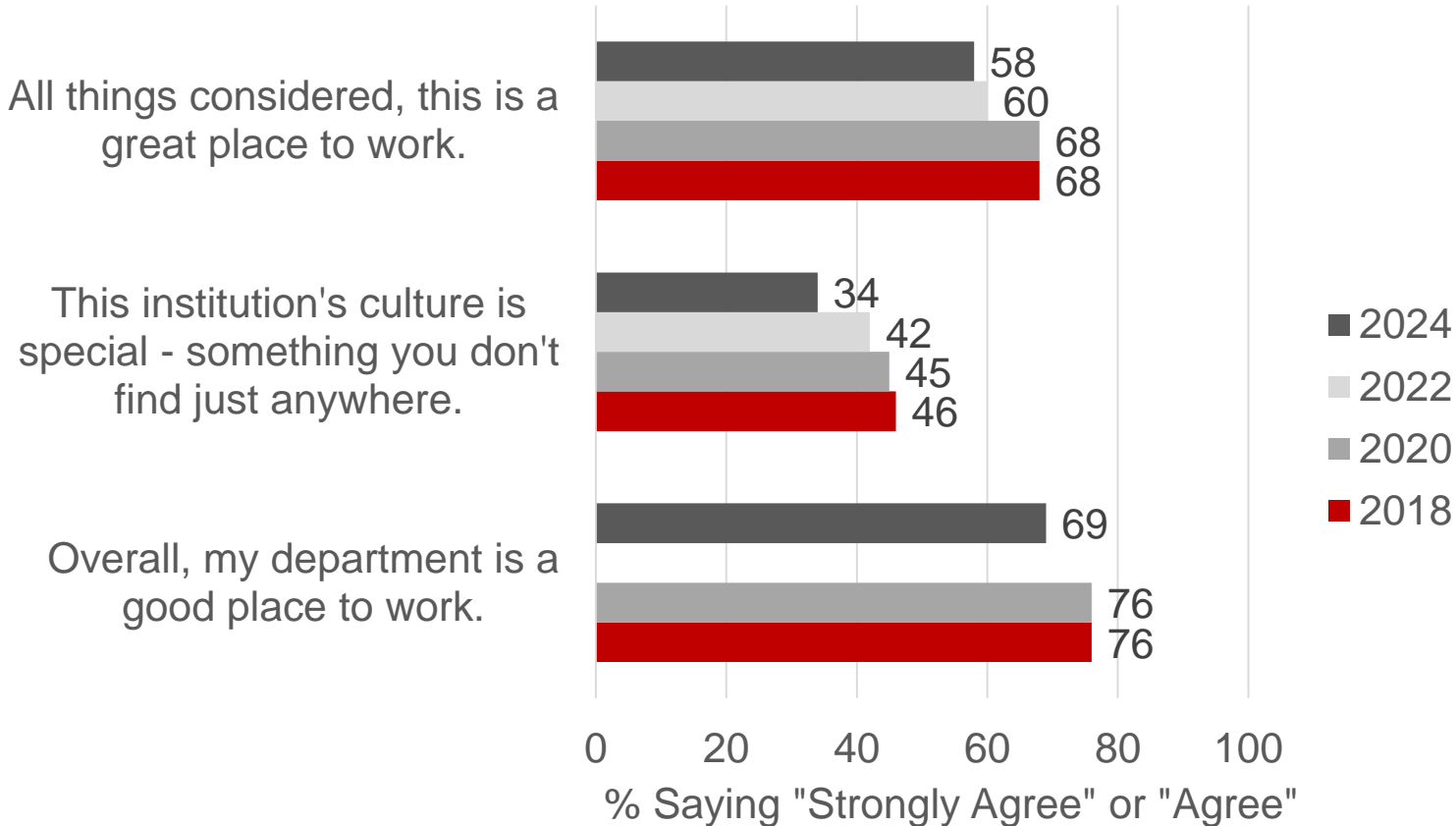
## Collaboration





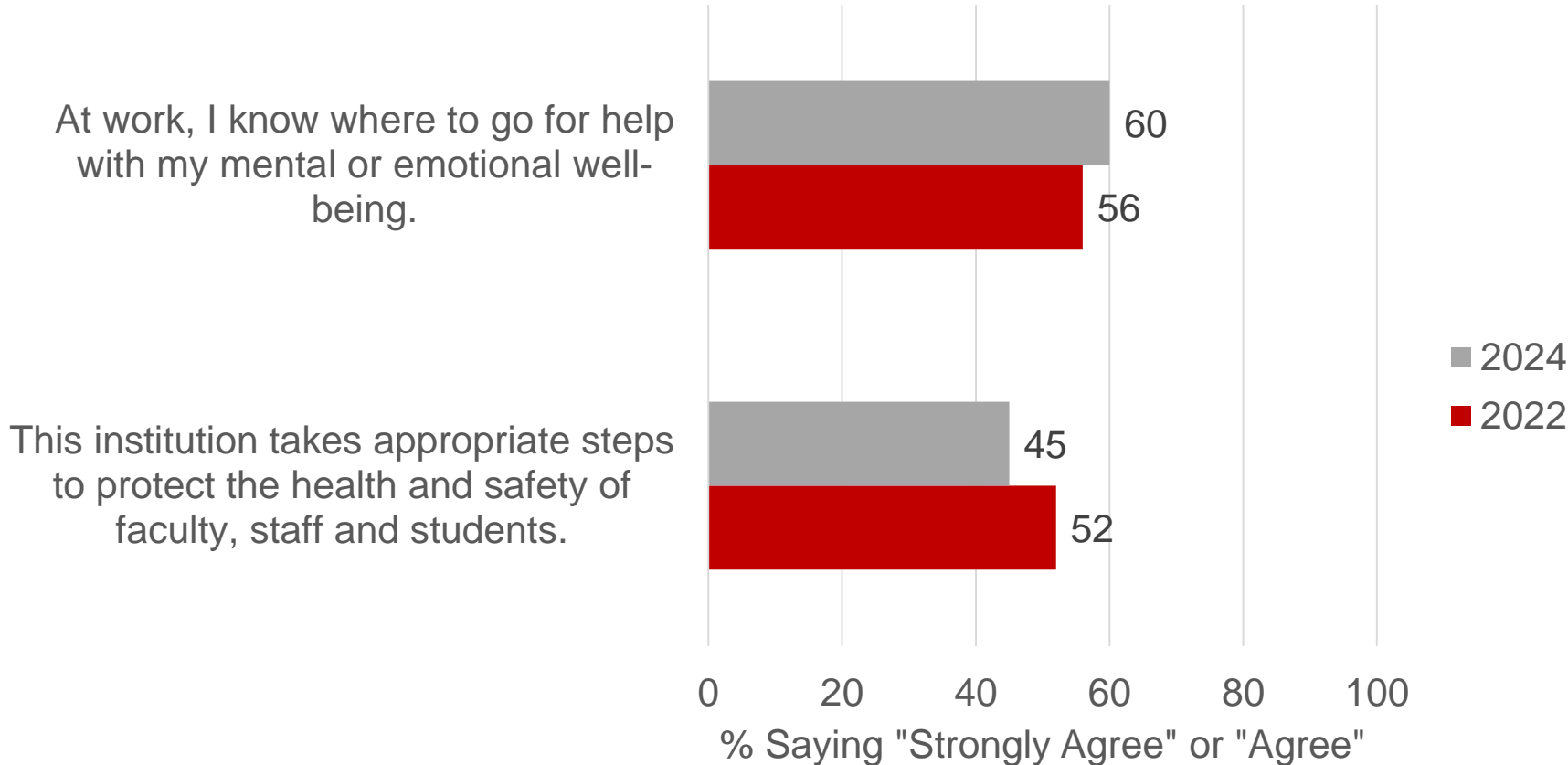
# Belief Statement Trends: Faculty Overall, 2018 thru 2024

## Mission and Pride



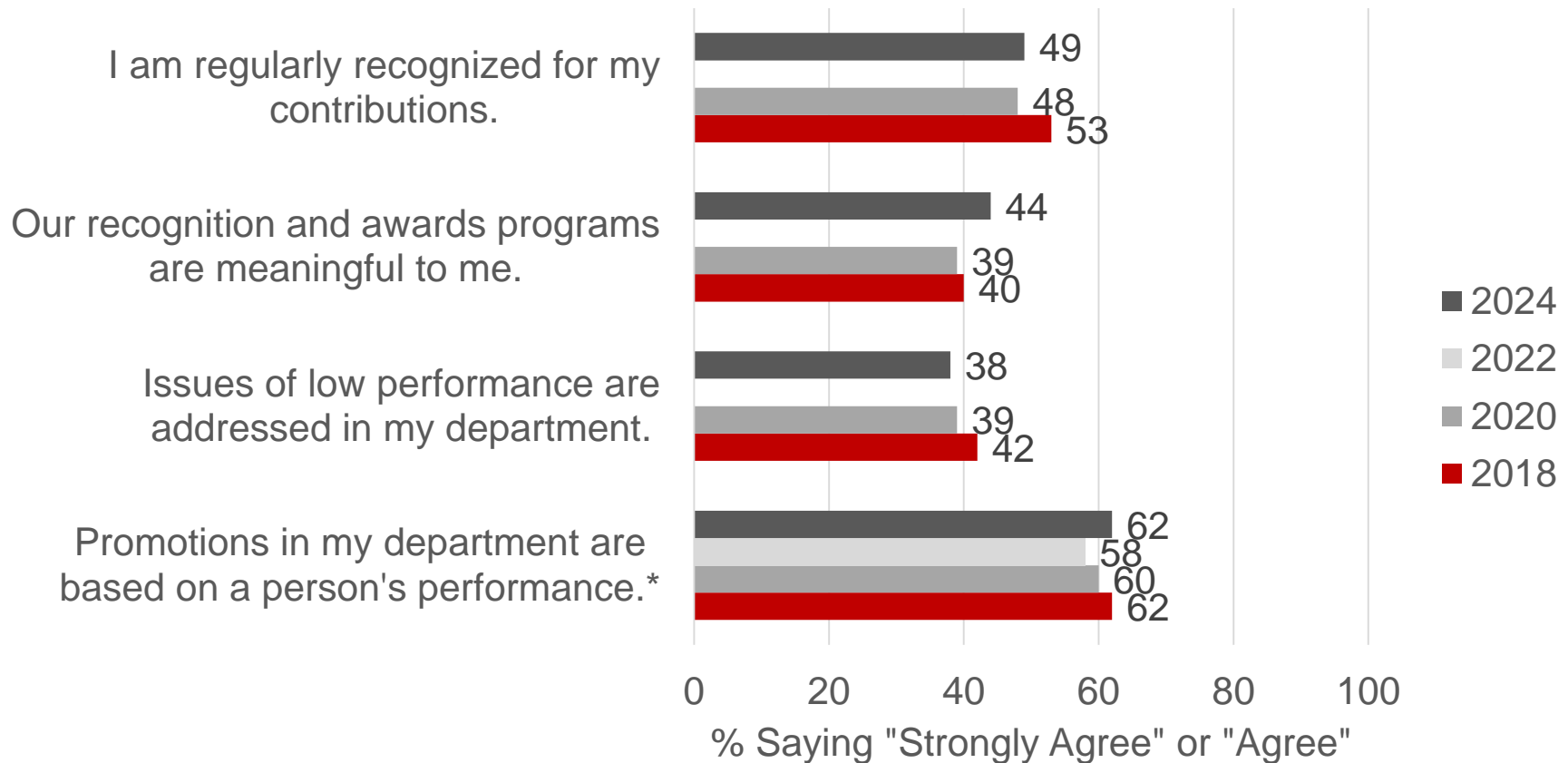
# Belief Statement Trends: Faculty Overall, 2018 thru 2024

## Faculty and Staff Well-Being



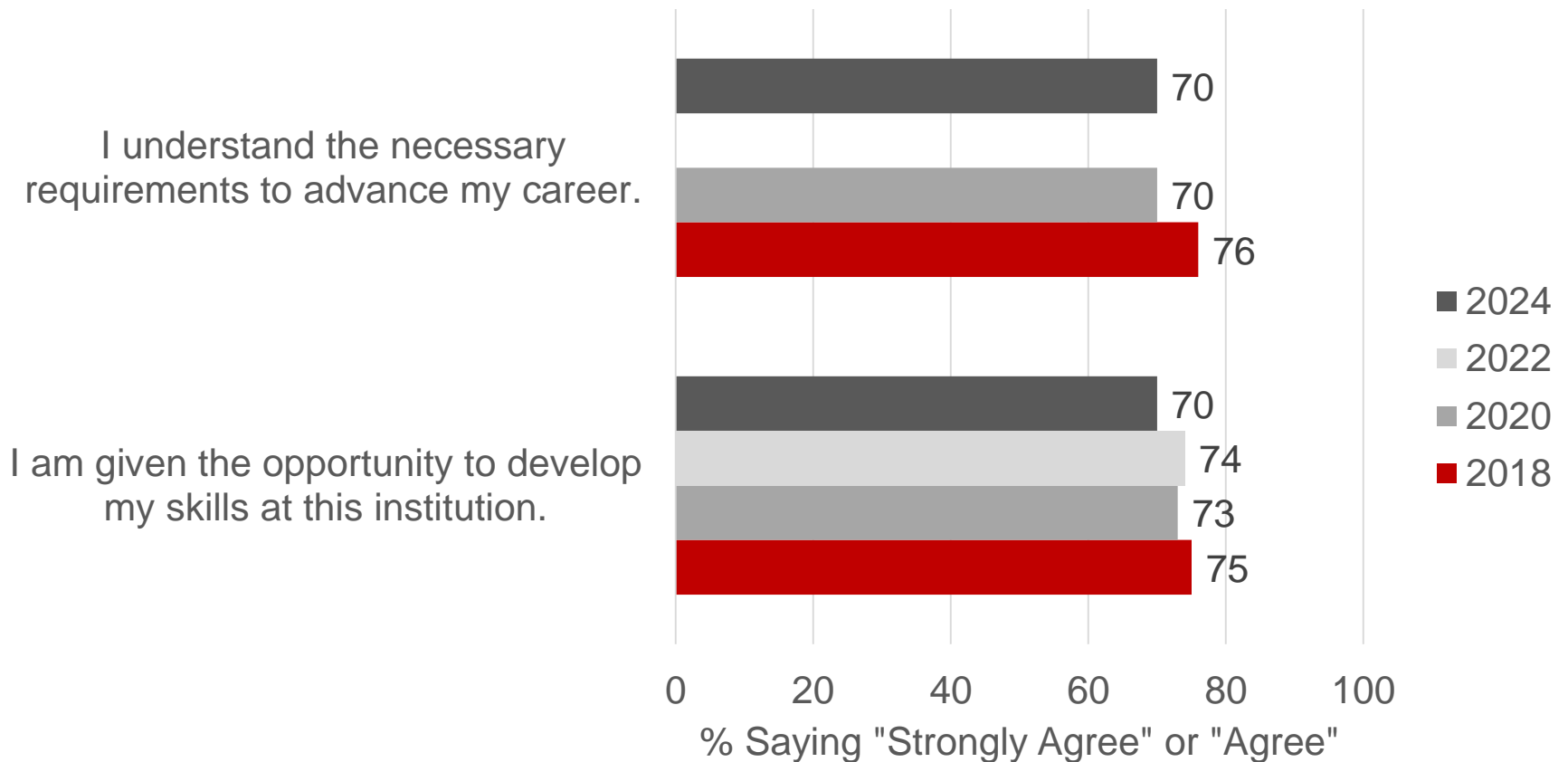
# Belief Statement Trends: Faculty Overall, 2018 thru 2024

## Performance Management



# Belief Statement Trends: Faculty Overall, 2018 thru 2024

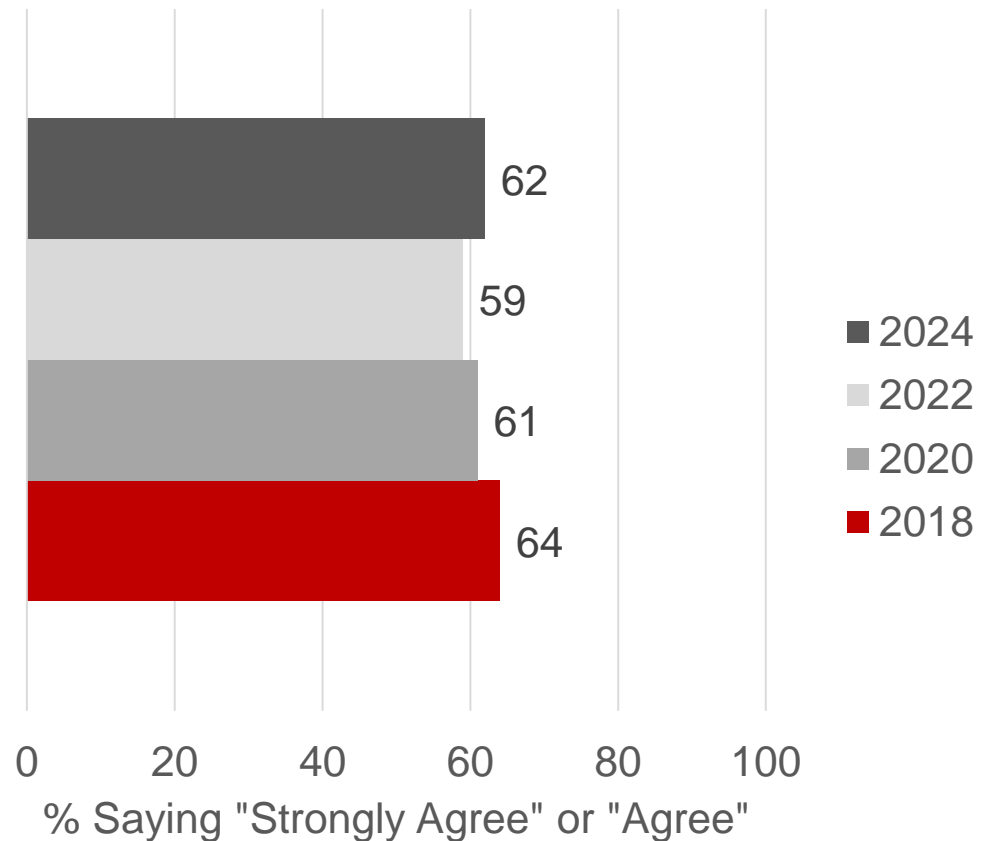
## Professional Development



# Belief Statement Trends: Faculty Overall, 2018 thru 2024

## Department Chair Effectiveness

I receive feedback from my supervisor  
/ department chair that helps me.



# **SUBGROUP VARIATIONS AMONG FACULTY**

# Core Dimensions: Variations in Favorable Ratings, by Tenure Status

- **Tenured, pre-tenured, and professional track faculty have generally similar ratings for**
  - Job satisfaction and support
  - Faculty and staff well-being
  - Collaboration
  - Work environment
  - Confidence in senior leadership



# Core Dimensions: Variations in Favorable Ratings, by Tenure Status

- **Tenured faculty have notably more favorable ratings for:**
  - Professional development
- **Pre-tenured faculty have notably more favorable ratings for:**
  - Supervisor/department chair effectiveness
- **Professional track faculty have notably more favorable ratings for:**
  - Mission and pride
- **Professional track faculty have notably **less favorable** ratings for:**
  - Performance management
  - Communication
  - Professional development

	Tenured	Tenure Track / Untenured	Professional Track
Job Satisfaction/Support	85	85	86
Faculty & Staff Well-being	64	62	64
Performance Management	53	55	47
Supervisor / Department Chair Effectiveness	68	74	67
Communication	51	51	47
Collaboration	52	54	53
Work Environment	65	62	64
Mission & Pride	63	63	68
Confidence in Senior Leadership	41	42	44
Professional Development	72	68	65
Overall Survey Average	61	61	60



# Core Dimensions: Variations in Favorable Ratings, by Rank

- **Professors, associate and assistant professors have generally similar ratings for**
  - Job satisfaction and support
- **Professors and assistant professors also have generally similar ratings for**
  - Performance management
  - Communication
  - Collaboration
  - Work environment
  - Mission and pride
  - Confidence in senior leadership



# Core Dimensions: Variations in Favorable Ratings, by Rank

- **Professors have notably more favorable ratings for**
  - Faculty and staff well-being
  - Professional development
- **Assistant professors have notably more favorable ratings for**
  - Supervisor / department chair effectiveness
- **Associate professors have notably less favorable rating for**
  - Performance management
  - Supervisor / department chair effectiveness
  - Communication
  - Collaboration
  - Work environment
  - Mission and pride
  - Professional development
  - Confidence in senior leadership

	Professor	Associate Professor	Assistant Professor
Job Satisfaction/Support	87	84	85
Faculty & Staff Well-being	66	60	63
Performance Management	54	44	54
Supervisor/Department Chair Effectiveness	68	64	71
Communication	53	41	53
Collaboration	54	45	56
Work Environment	68	59	66
Mission & Pride	67	57	66
Confidence in Senior Leadership	44	36	45
Professional Development	76	62	68
Overall Survey Average	63	54	62

# Belief Statements: Consistency Among Faculty

**75% or more** of professors, associate professors, assistant professors, and professional track faculty each give **favorable** ratings to:



My job makes good use of my skills and abilities

I am given the responsibility and freedom to do my job

The work I do is meaningful to me

I understand how my job contributes to this institution's mission

**25% or more** of professors, associate professors, assistant professors, and professional track faculty each give **unfavorable** ratings to:



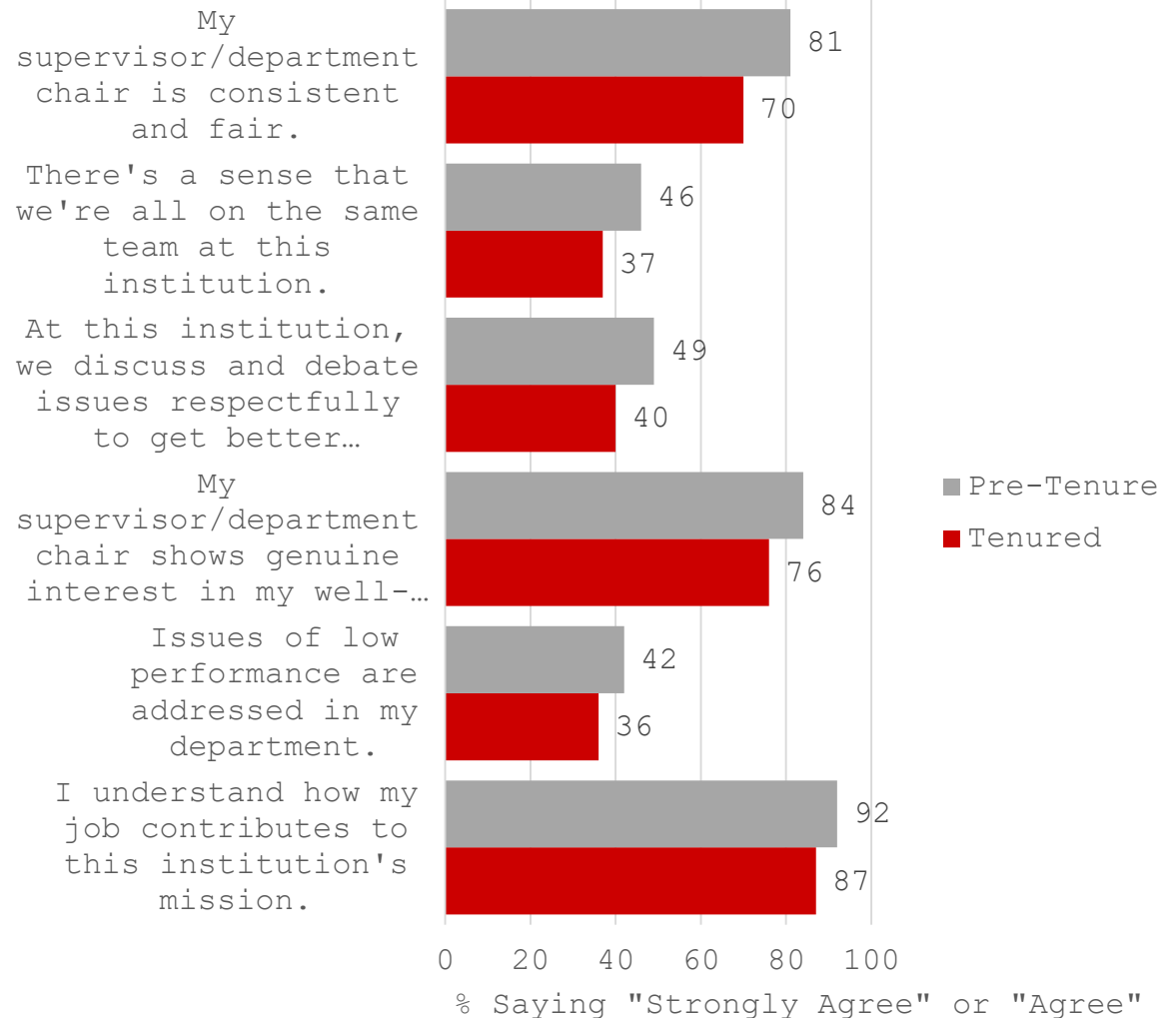
Issues of low performance are addressed in my department

Senior leadership show genuine interest in the well-being of faculty, administrators and staff

Senior leadership communicates openly about important matters

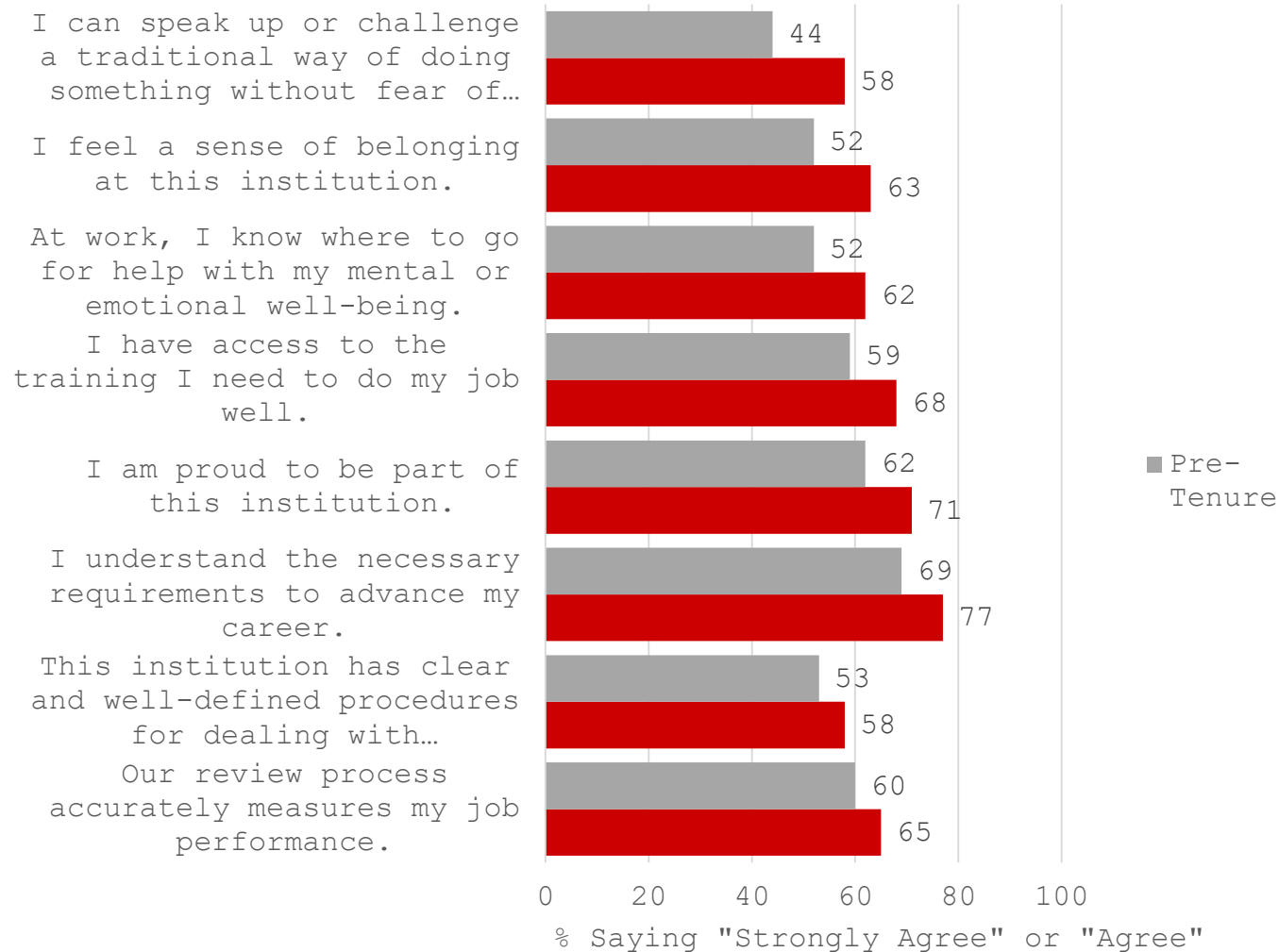
# Belief Statements: Notable Differences Between Pre-Tenured and Tenured Faculty

Pre-tenured faculty favorable ratings are 5 or more percentage points **higher** than those of tenured faculty on 6 belief statements



# Belief Statements: Notable Differences Between Pre-Tenured and Tenured Faculty

Pre-tenured faculty favorable ratings are 5 or more percentage points **lower** than those of tenured faculty on 8 belief statements

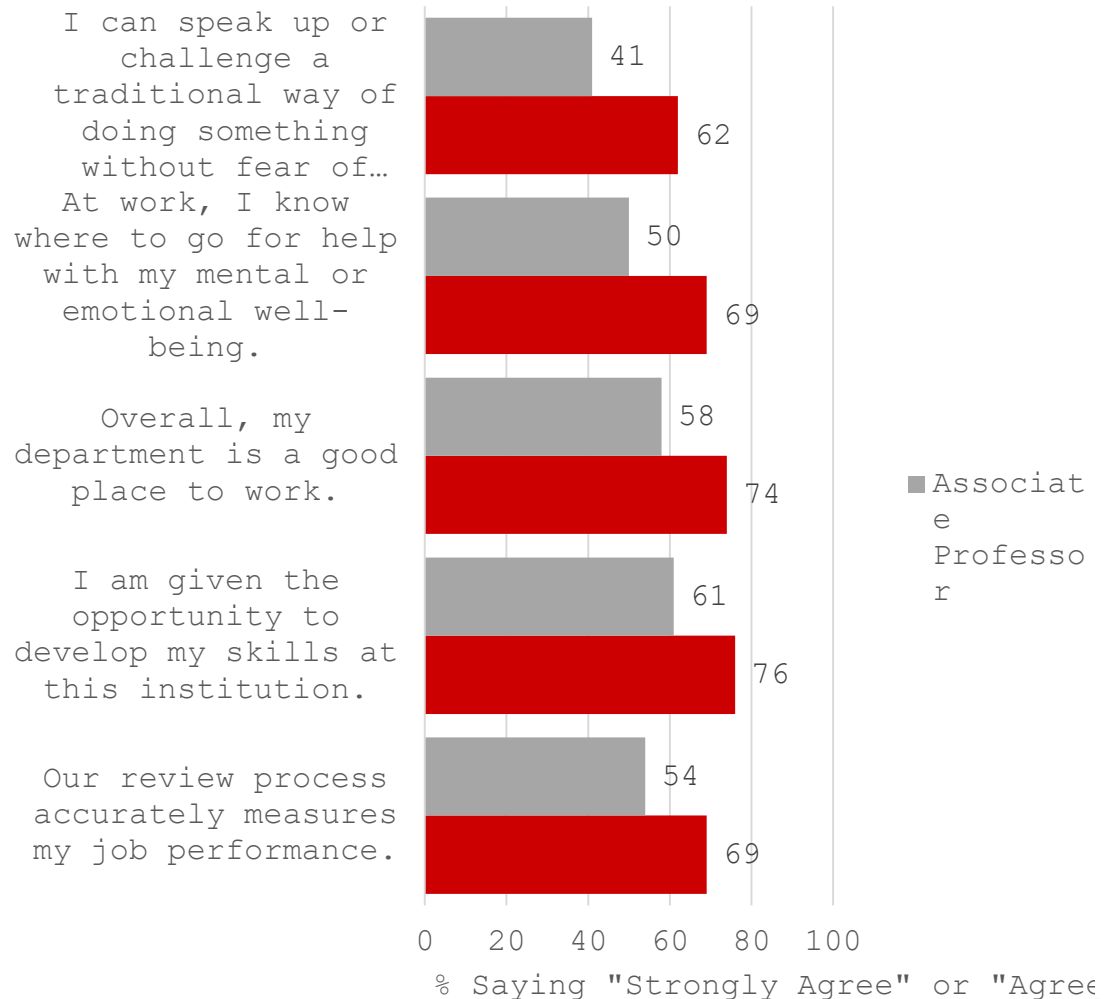


# Belief Statements: Notable Differences Between Associate Professors and Professors

Associate professors' favorable ratings are

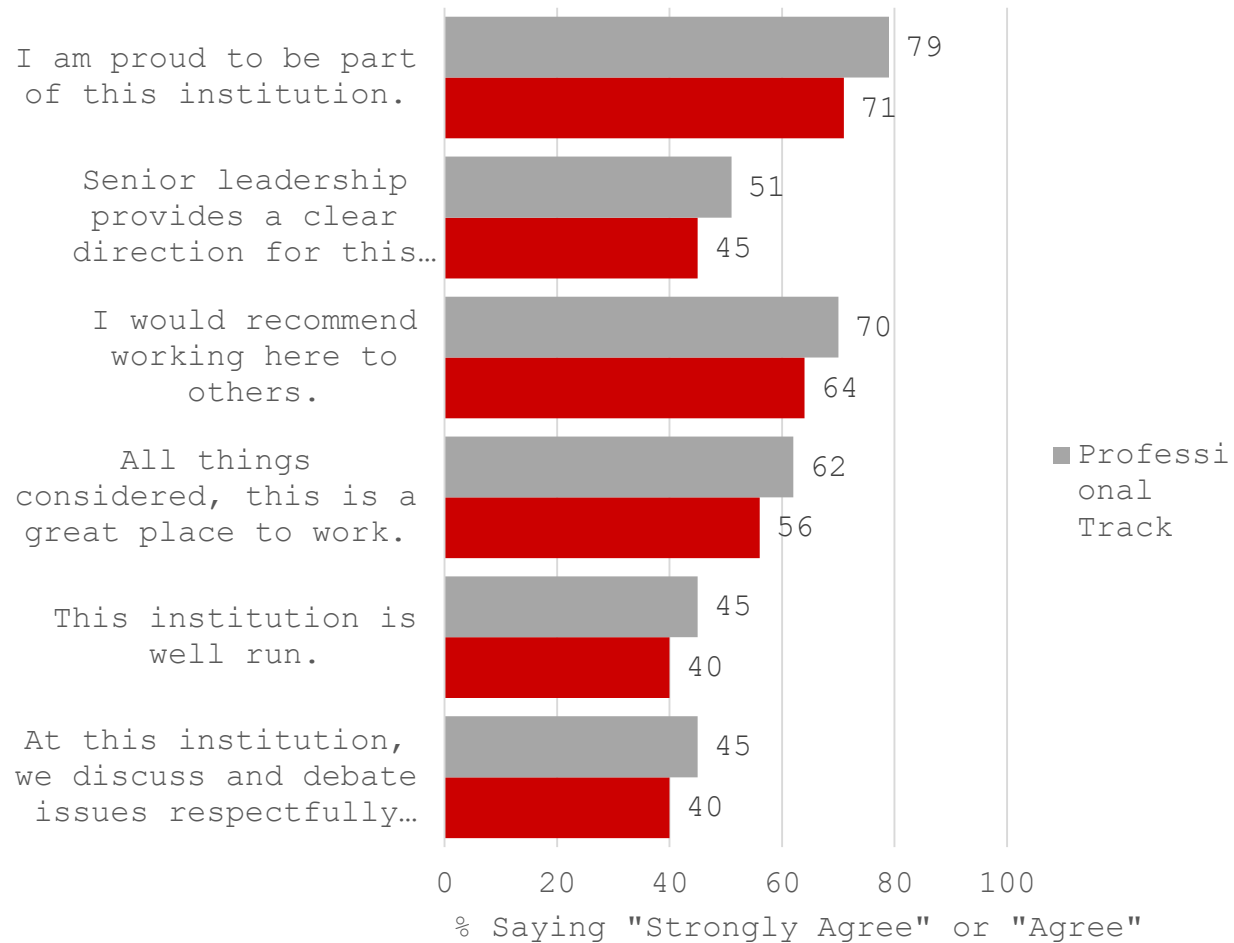
- 5 or more percentage points **lower** than those of full professors on 31 belief statements
- 10 or more percentage points **lower** on 18
- 15 or more percentage points **lower** on 5

For no statement were associate professors' ratings notably **more favorable** than those of professors.



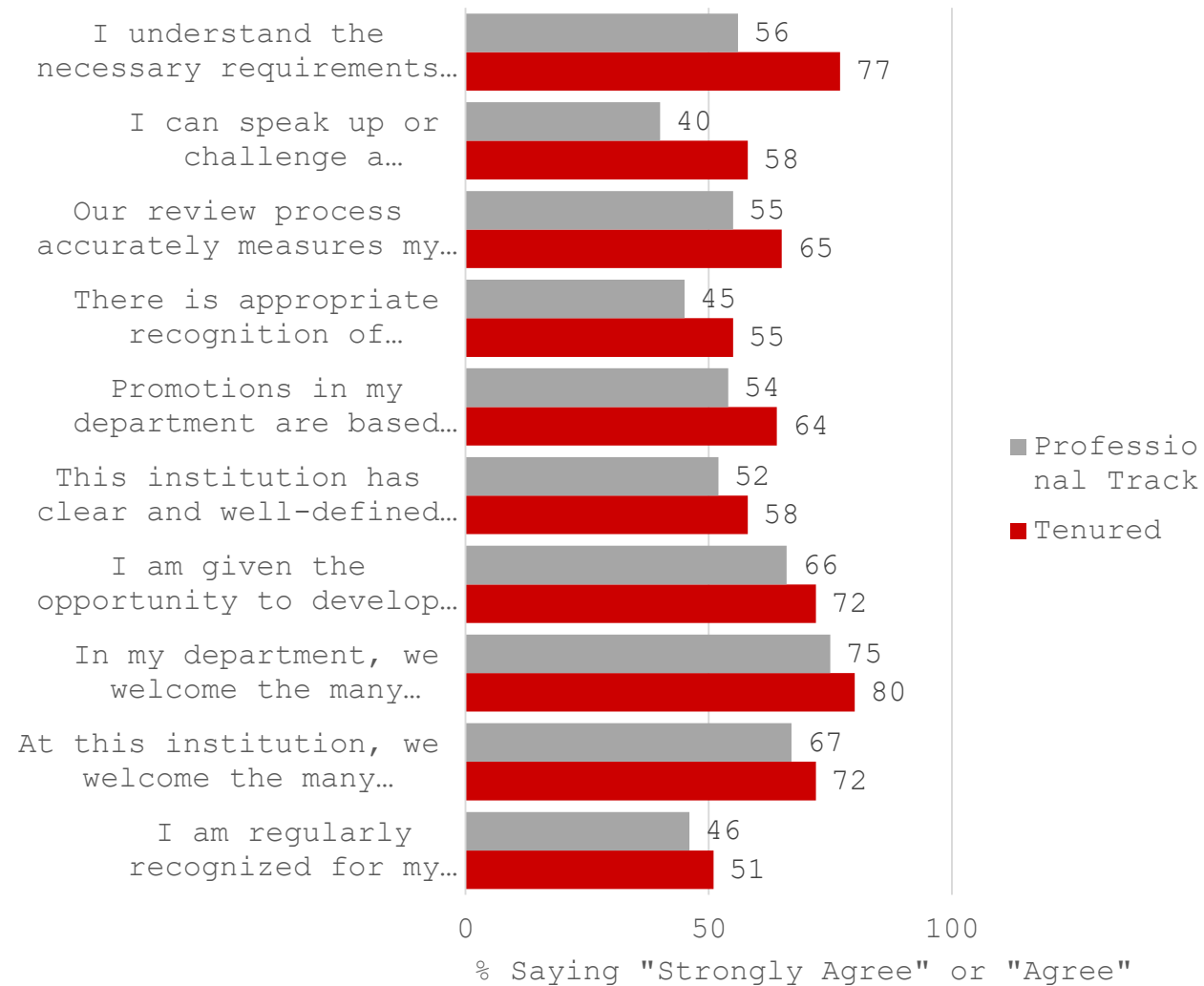
# Belief Statements: Notable Differences Between Professional Track and Tenured Faculty

Professional track faculty favorable ratings are 5 or more percentage points **higher** than those of tenured faculty on 6 belief statements



# Belief Statements: Notable Differences Between Professional Track and Tenured Faculty

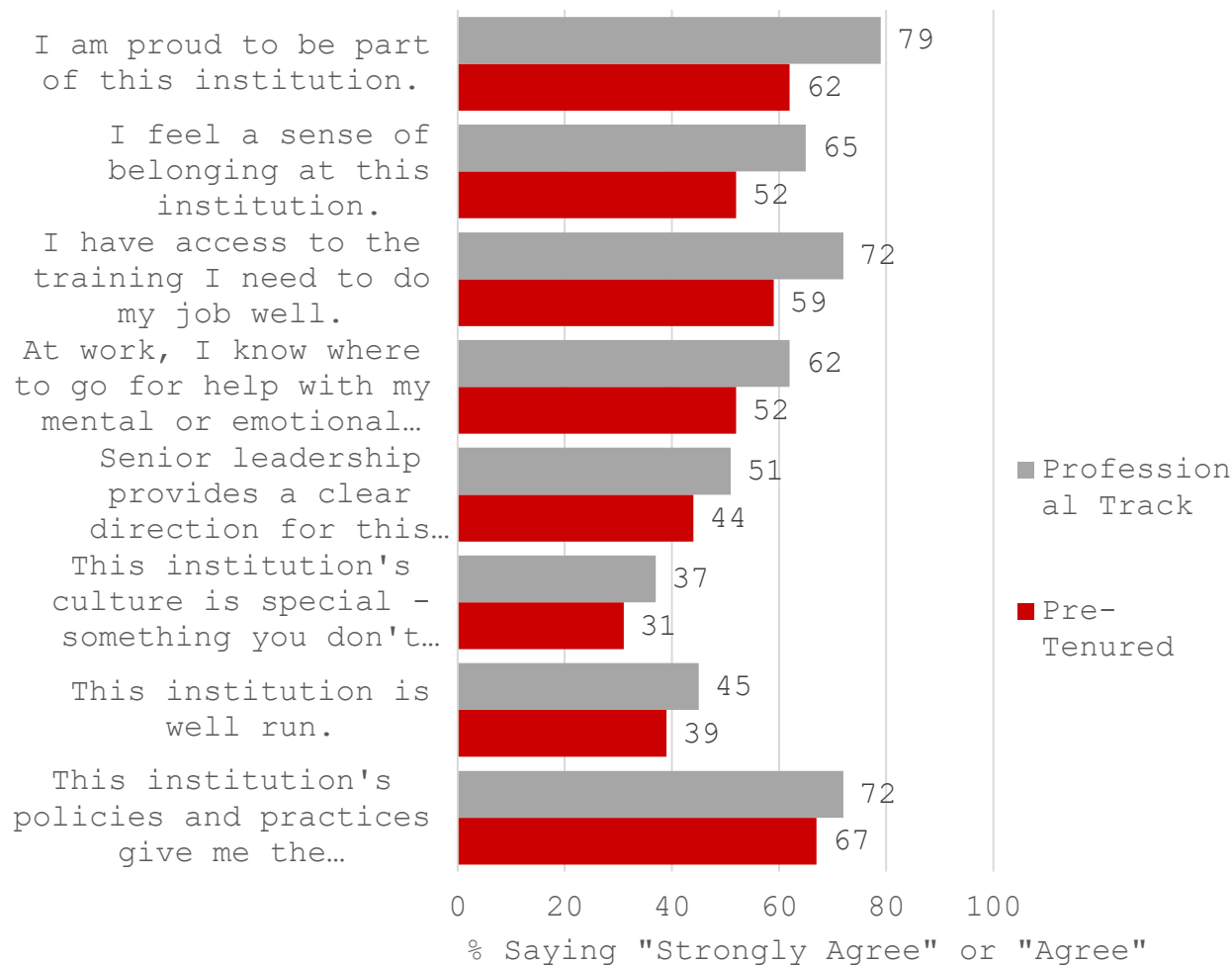
Professional track faculty favorable ratings are 5 or more percentage points **lower** than those of tenured faculty on 10 belief statements





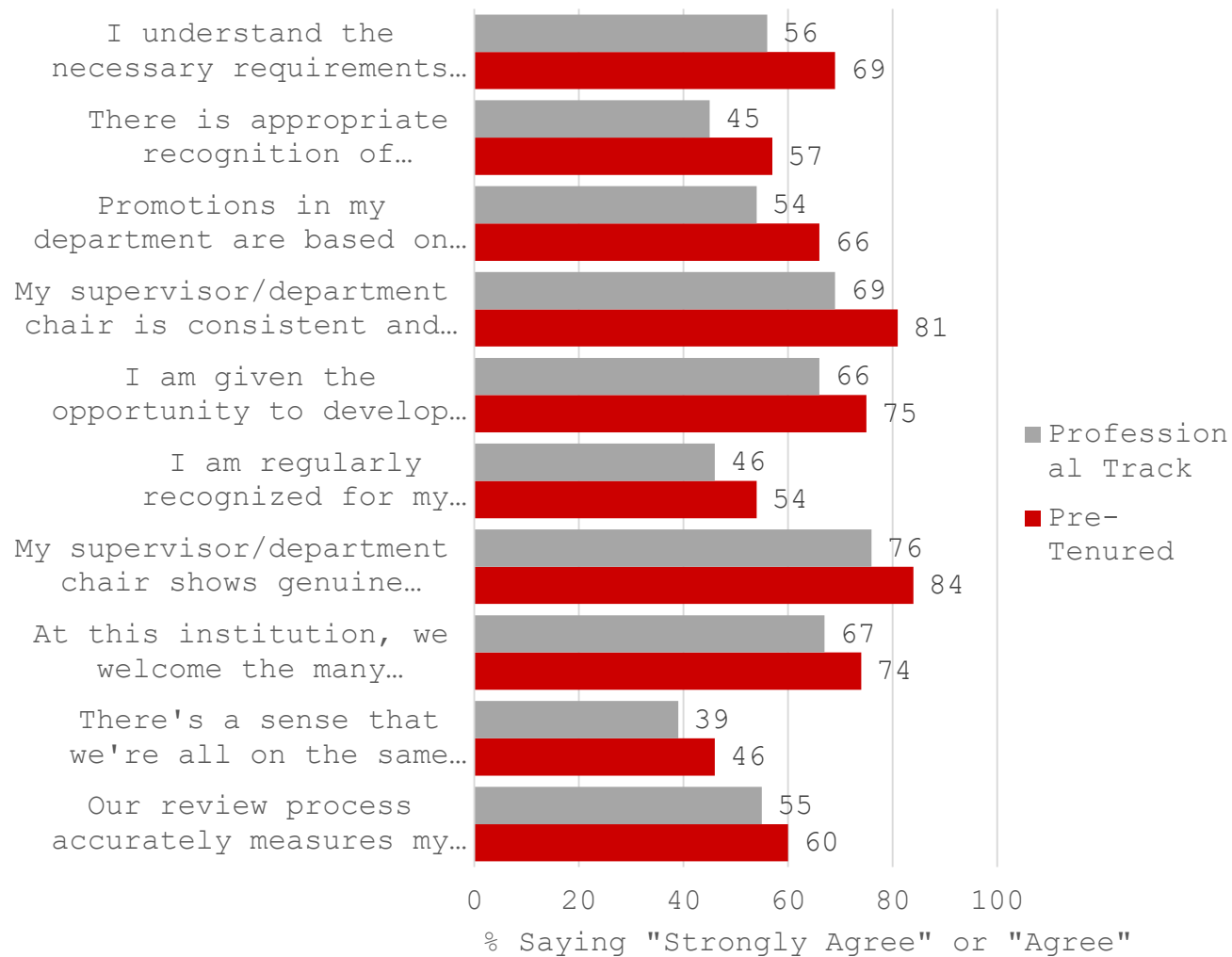
# Belief Statements: Notable Differences Between Professional Track and Pre-Tenured Faculty

Professional track faculty favorable ratings are 5 or more percentage points **higher** than those of pre-tenured faculty on 8 belief statements



# Belief Statements: Notable Differences Between Professional Track and Pre-Tenured Faculty

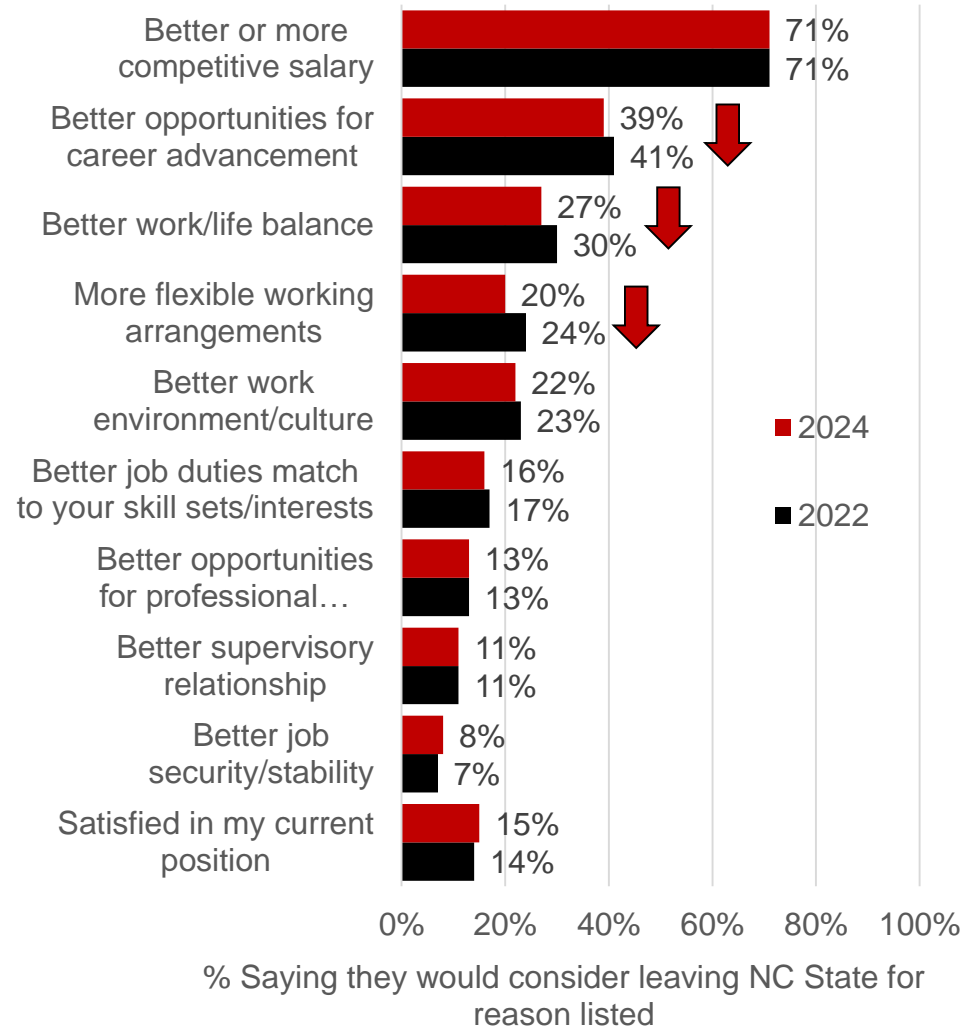
Professional track faculty favorable ratings are 5 or more percentage points **lower** than those of pre-tenured faculty on 10 belief statements



# POSSIBLE REASONS FOR LEAVING...

# Possible Reasons for Leaving Current Position (all respondents)

- Most likely:
  - Salary
- Least likely:
  - Job security
  - Better supervisor
  - Professional development
- Compared to 2022, **declines** in leaving for:
  - Work/life balance
  - Flexible work
  - Career advancement



# NEXT STEPS

# ISA & UHR (Recent and) Next Steps

- ✓ Oct. 14: Presentation to Chancellor and EVC Maimone
- ✓ Oct. 24: Presentation to Provost
- ✓ Nov. 7: Presentation to Council of Deans
- ✓ Nov. 8: College-specific reports to Deans
- ✓ Nov. 26: Presentation to Chancellor's Cabinet
- ✓ Nov. 26: Division-specific reports to VCs/VPs
- ✓ Nov. 26: Presentation to Faculty Senate
- Dec. 4: Presentation to Staff Senate
- Dec. 4: ISA and UHR EES websites live
- Dec. 5: Email to employees from Chancellor
- Dec. 5: Bulletin article



# Possible Next Steps: University/College/Division Senior Leadership

- Review results
- Implement strategies to explore results and think about possible next steps
  - Share and discuss results with college/division senior leadership
  - Share and discuss results with college/division employees
  - Invite ISA/UHR to review/discuss results with leadership team and/or college/division employees
  - Form a taskforce / Hold focus groups / Bring in a consultant
- Identify and celebrate strengths
- Identify opportunities for improvement
- Look for trends
- Identify/implement initiatives to address opportunities
- Share ideas/initiatives with EES Advisory Committee to share more broadly
  - See College/Division [action plans](#) following the 2018 EES

# Possible Next Steps: Faculty Senate

- Discuss results with constituents
- Hold university, college and division leadership accountable for
  - Involving faculty in discussions of results and possible initiatives to address opportunities for improvement
  - Implementing initiatives
  - Tracking and sharing updates on progress
- Encourage faculty to participate in the Employee Engagement Survey (and the COACHE Faculty Satisfaction Survey) in the future
  - Suggest strategies to incentive participation
    - *(Share ideas with EES advisory committee!)*





# FOR MORE INFORMATION

See NC State UHR [website](#)

See NC State Institutional Strategy and Analysis [website](#)

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