

2025 Regent Universities USS-UPS Survey

Report for Wichita State University (WSU), including:
WSU UPS Results
Statewide UPS Results



August 2025

Brett Zollinger, Ph.D.
Director

Jian Sun, Ph.D.
Assistant Director

Michael S. Walker, M.S.
Research Scholar

Marisa M. Johnson, M.B.A.
Administrative Specialist

Leslie Watson-Divittore, M.S.
Research Coord. Admin. Specialist

*The staff of the Docking Institute of Public Affairs and its University Center for Survey Research
are dedicated to serving the people of Kansas and surrounding states.*

Mission:

To facilitate effective public policy decision-making among governmental and nonprofit entities



Docking Institute of Public Affairs
Fort Hays State University
600 Park Street
Hays, Kansas 67601-4099
Telephone: (785) 628-4197
FAX: (785) 628-4188
www.fhsu.edu/docking



2025 Regent Universities
USS-UPS Survey

Report for Wichita State University (WSU), including:
WSU UPS Results
Statewide UPS Results

Prepared By:

Michael S. Walker, MS
Brett Zollinger, PhD
Hannah Cross, MSW
Kori Massner

Docking Institute of Public Affairs

Copyright © August 2025
All Rights Reserved

Contents

Contents	i
Introduction	1
Introduction	1
Methods.....	1
Summary.....	2
Findings.....	4
Table 1: Years of Employment	4
Item Importance and Appreciation of Work Performance	5
Figure 1: Item Ranking	6
Table 2: Additional High Importance Items (Categories).....	7
Figure 2: Appreciation of Work Performed	9
Work Morale	10
Figure 3: Morale at Work.....	10
Figure 4: Morale Compared to Two Years Ago	11
Figure 5: Why Morale Has Worsened.....	12
Table 3: Other Reasons Morale Has Worsened.....	13
Figure 6: Why Morale has Improved or Remained the Same.....	14
Table 4: Other Reasons Morale Same or Improved.....	15
Table 5: Other Comments About Morale	15
Wages and Second Job	16
Figure 7: Perception of Current Wages.....	16
Figure 8: Have or Consider a Second Job or Other Income	17

Figure 9: Why Have/Consider a Second Job or Other Income.....	18
Figure 10: Reasons for Continued University Employment.....	20
Job Satisfaction, Incentives, and Health Insurance	21
Figure 11a: Job Satisfaction	22
Figure 11b: Job Satisfaction (Continued).....	23
Table 6: Additional Job Satisfaction Items/Issues (Categories)	24
Figure 12a: Incentives or Opportunities	26
Figure 12b: Incentives or Opportunities (Continued).....	27
Table 7: Additional Incentives or Opportunities (Categories)	28
Figure 13: Opinions about Health Insurance	30
Budget Limitation Impacts	31
Figure 14: Opinions about Budget Limitation Impacts	32
Different Job	33
Figure 15: Looking for Different Job	34
Figure 16: Looking for On- and/or Off-Campus Job.....	35
Table 8: Additional Comments.....	36
Appendix A. Questionnaire.....	37

Introduction

Introduction

A coalition of representatives from University Support Staff (USS) and Unclassified Professional Staff (UPS) organizations from six Regent Universities in Kansas asked the Docking Institute of Public Affairs to conduct a survey of USS and UPS employees. The six universities included Emporia State University (ESU), Fort Hays State University (FHSU), Kansas State University (KSU), Pittsburg State University (PSU), Wichita State University (WSU), and the University of Kansas (KU).

The survey was conducted during spring 2025 using Qualtrics on-line survey software. Email addresses for USS and UPS employees of the six universities during the spring 2025 semester were provided to the Docking Institute. Invitations to participate in the survey (including a link to an online survey) were emailed to all USS and UPS employees listed. This research project was submitted to the FHSU Institutional Review Board (IRB) for review. Survey questions were developed in collaboration with the coalition of representatives from the USS and UPS organizations. The survey instrument is provided as Appendix A.

This report shows results from WSU UPS survey respondents (WSU UPS Employees) and all the UPS respondents (Statewide UPS Employees).

Methods

Email requests were sent to 9,613 USS and UPS employees at the six universities. The Institute received 3,516 usable completions on the online survey, a response rate of 36.6%. Since the lists provided by each university included all USS and UPS employees, no margin of error is calculated. The initial email invitation was sent April 2, 2025. Multiple follow-up email requests were sent to non-responding employees between then and the close of data collection on May 8, 2025.

For Wichita State University, emails were sent to 1,951 USS and UPS employees. The Institute received completions from 31 USS and 486 UPS employees, for an institution response rate of 26.5%.

Data were downloaded into SPSS software for analysis. Email addresses and the names of employees were deleted from the SPSS file. Only grouped data were analyzed, and no attempt was made to link individual responses to individual respondents.

Summary

This report is for Wichita State University. Responses to each survey question are provided for all (Statewide) UPS Employees and WSU UPS Employees. Responses are shown in tables and figures.

The Docking Institute's independent analysis shows the following:

- WSU UPS Employees tend to be employed fewer years at the university compared to Statewide UPS Employees as a whole.
- When asked to rank (from first to fourth) the importance of various items, “amount of pay or compensation” was ranked first among most respondents (81.2% of Statewide UPS Employees and 82.2% of WSU UPS Employees). The item with the next highest percentages ranking it first is “recognition for work performed” at 11.7% among Statewide UPS Employees and 9.7% among WSU UPS Employees. Similar percentages (about 34%) of both groups ranked “recognition for work performed” second.
- Over 70% of both WSU UPS Employees and Statewide UPS Employees report that their “work is greatly appreciated” by their immediate supervisor, and about two-thirds (66%) of both groups report that their “work is greatly appreciated” by co-workers. Just 50.8% of WSU UPS Employees report that their “work is greatly appreciated” by department heads, compared to 48.7% of Statewide UPS Employees who say so.
- A slightly larger percentage of WSU UPS Employees (22.8%) than Statewide UPS Employees (20.1%) rate their morale as “extremely positive.” The largest percentage of both groups rate their morale as “somewhat positive” (46.9% of WSU UPS Employees and 49.1% of Statewide UPS Employees).
- Similar percentages of WSU UPS Employees (39.9%) and Statewide UPS Employees (40.8%) report that their morale has worsened compared to two years ago.
- Of those indicating that their morale has worsened compared to two years ago, a higher percentage (70.7%) of WSU UPS Employees than Statewide UPS Employees (61.9%) report that their “salary increases haven’t kept up with increased costs.” Considerable percentages of both groups (44.5% of WSU UPS Employees and 51.1% of Statewide UPS Employees) report that they “had to take on additional work duties with no/minimal increases in pay.”
- Of those reporting that their morale improved or stayed the same, similar percentages of WSU UPS Employees (26%) and Statewide UPS Employees (26.2%) report that the “future of my position is certain and stable” and that the “morale of those around me has improved” (25.3% at WSU and 27.4% Statewide).
- A slightly larger percentage of Statewide UPS Employees (55.7%) than WSU UPS Employees (52.5%) report that their wages are at least “somewhat reasonable.”

- Similar percentages of WSU UPS Employees (29.2%) and Statewide UPS Employees (31.6%) report having a second job. Of those without second jobs, 45.3% of WSU UPS Employees and 41.5% of Statewide UPS Employees report “considering taking a second job.”
- Of those with second jobs or considering taking second jobs, 39% and 40.6% (WSU and Statewide, respectively) report that a second job will help them “provide better for their families.”
- Of those with second jobs or considering taking second jobs, more than 75% of both WSU UPS Employees and Statewide UPS Employees indicate health insurance benefits and stable employment are reasons for continued university employment. Almost two-thirds of both groups report enjoyment of the work as a reason and about 60% report maximizing their retirement benefits as a reason for continued university employment.
- 80% of WSU UPS Employees and Statewide UPS Employees “agree” or “strongly agree” that they “enjoy the things they do at work,” that they are “sufficiently trained to complete their duties,” and have “generally positive work environments.”
- Regarding incentives or opportunities, more than 60% of WSU UPS and Statewide UPS Employees consider “flextime or flexible hours,” “improved healthcare benefits,” and “working remotely some of the time” as “very important” or “extremely important.” Over half of both groups report “tuition assistance at another university,” “tuition assistance at a community or technical college,” and “professional development opportunities” as “very important” or “extremely important.”
- The single largest percentage of both WSU UPS Employees (44.8%) and Statewide UPS Employees (46.4%) rate their health insurance through the State of Kansas as “fair value and fair cost.” Almost 30% of both groups find health insurance to be of “fair value at high cost.”
- More than 60% of both WSU UPS Employees and Statewide UPS Employees report that their “duties have increased.” Almost 60% of each group report that the “quantity of work they perform has increased,” and just over 50% of both groups report that they are having to “complete more advanced duties or tasks.”
- Over a third of WSU UPS Employees (36.2%) and Statewide UPS Employees (33.6%) report looking for a different job within the past year or so.
- Of those looking for a different job, 60.5% of Statewide UPS Employees and 47.4% of WSU UPS Employees report that they are interested in other on-campus employment, and in response to a separate question, 90.9% and 96.6% (Statewide and WSU, respectively) report being interested in off-campus employment.

Findings

This section of the report provides percentage responses to each question in the survey. Questions were grouped by theme and do not necessarily follow the flow of the survey questions (see Appendix A). The tables and figures below show responses for Statewide UPS Employees and WSU UPS Employees.

Table 1 shows a tendency for WSU UPS Employees to be employed fewer years at the university compared to Statewide UPS Employees as a whole.

Table 1: Years of Employment

	Statewide UPS		WSU UPS	
	Frequency	Percent	Frequency	Percent
0-2 years	785	25.9	135	27.8
3-4 years	440	14.5	90	18.6
5-9 years	652	21.5	112	23.1
10-14 years	410	13.5	56	11.5
15-19 years	256	8.4	32	6.6
20 years or more	487	16.1	60	12.4
Total	3,030	100	485	100

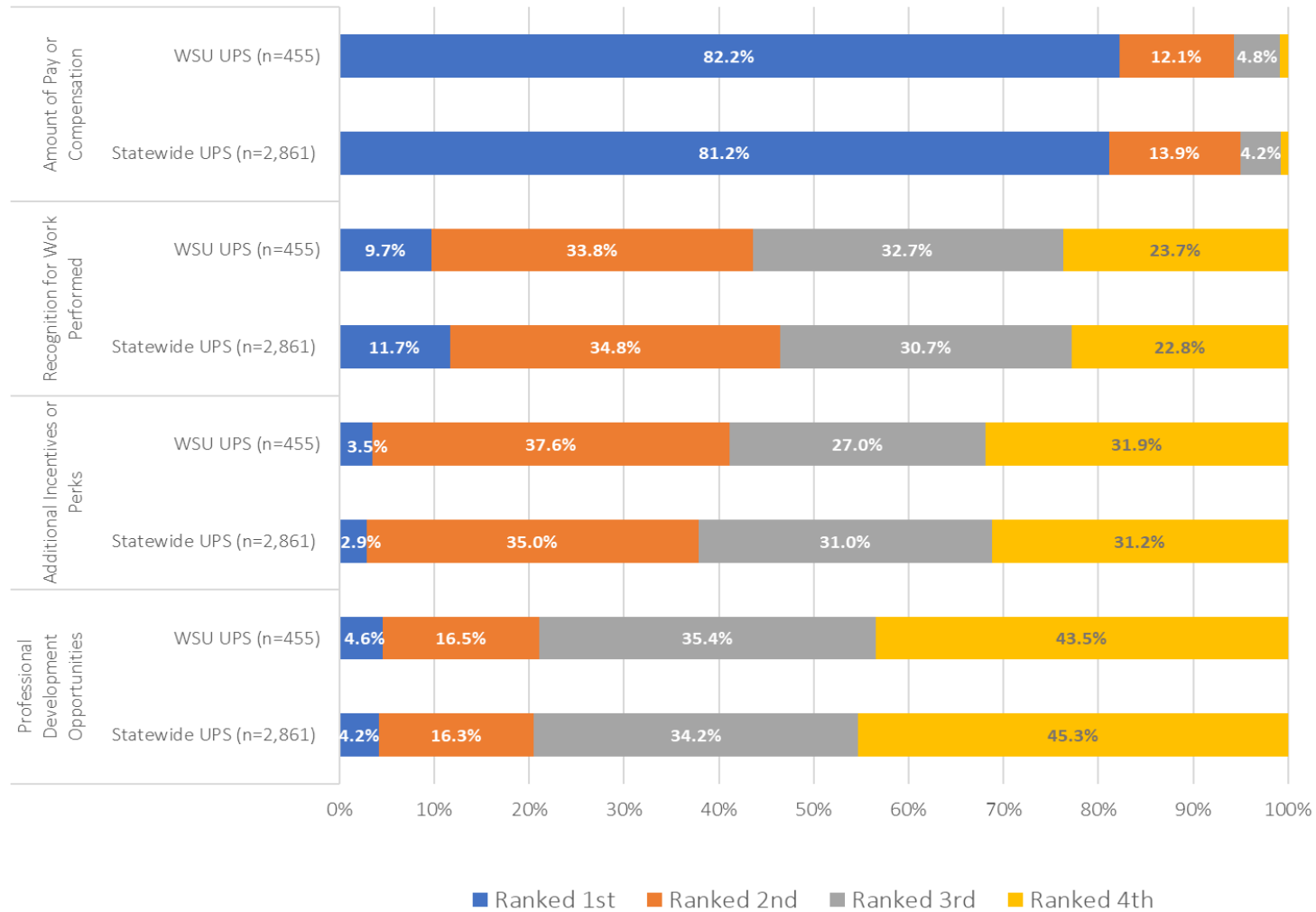
Item Importance and Appreciation of Work Performance

Figure 1 shows responses to four items. Respondents were asked to rank each according to importance from first to fourth. The items were:

- Recognition for the work you perform
- Amount of pay or compensation
- Additional incentives or perks
- Professional development opportunities

The figure shows the importance of various items, “amount of pay or compensation” was ranked first among most respondents (81.2% of Statewide UPS Employees and 82.2% of WSU UPS Employees). The item with the next highest percentages ranking it first is “recognition for work performed” at 11.7% among Statewide UPS Employees and 9.7% among WSU UPS Employees. Similar percentages (about 34%) of both groups ranked “recognition for work performed” second.

Figure 1: Item Ranking



Respondents were asked “if there is another work-related item that you consider to be of high importance.” Table 2 shows all comments collapsed into categories. (NOTE: Some respondents provided more than one item. The categories below show the first item listed.)

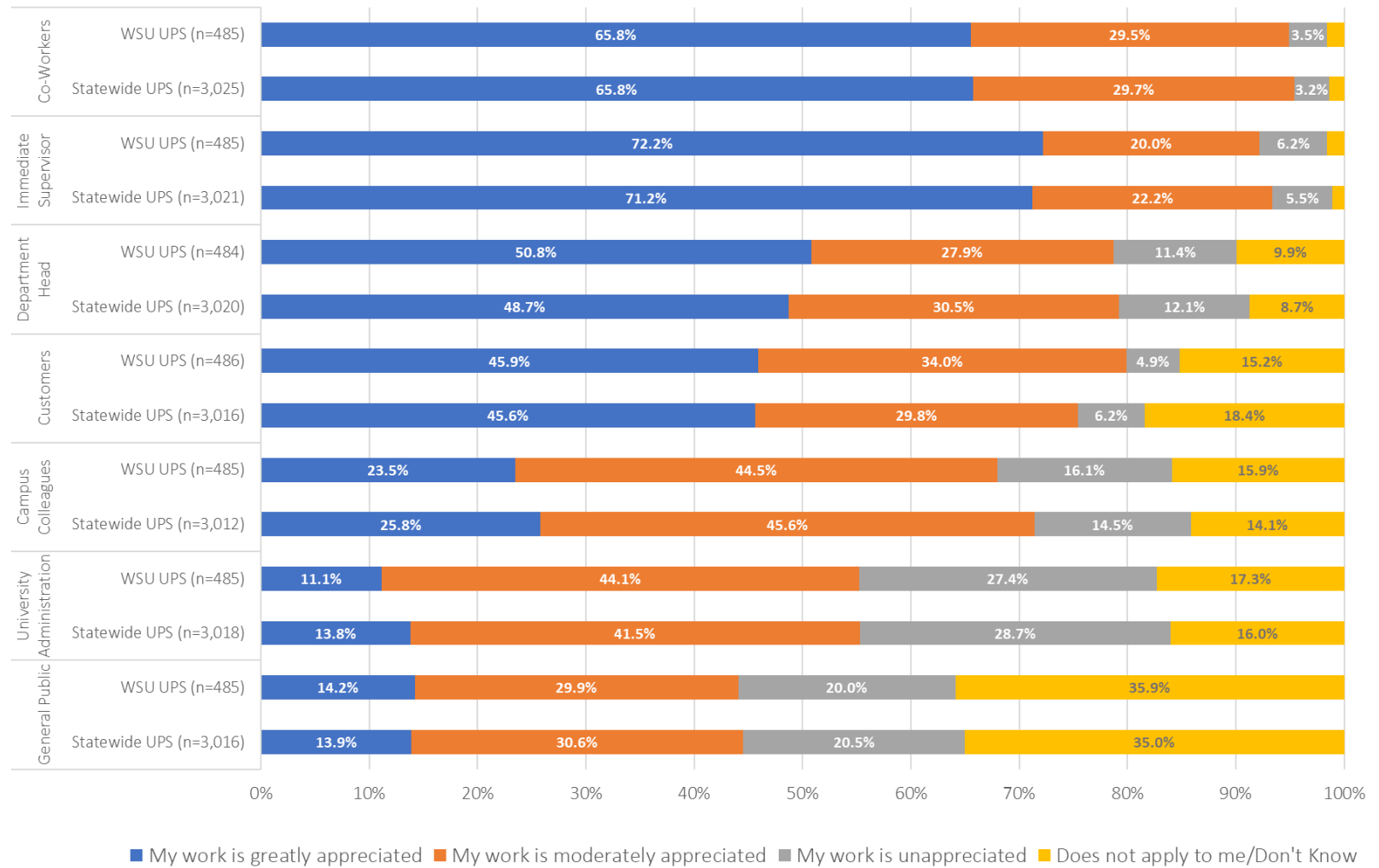
Table 2: Additional High Importance Items (Categories)

	Statewide Employees			WSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Healthy workplace culture, inclusion, sense of belonging	168	15.7		27	18.4
Respect, to be included in decision-making, have autonomy	143	13.4		21	14.3
For pay/title/duties to correlate, valued/compensated for experience, cost of living pay increases	121	11.3		13	8.8
Opportunities for advancement, continuous learning, stability in employment	105	9.8		8	5.4
Better/more extensive benefits package, tuition assistance, paid time-off, parking	100	9.3		15	10.2
Flexible work hours & shifts, four-day work week	103	9.6		15	10.2
Adequate staffing/funding/resources	69	6.4		12	8.2
Doing meaningful work, mentoring opportunities, collaboration	66	6.2		8	5.4
More knowledgeable management, transparency, communication	52	4.9		1	0.7
Opportunities for remote work, hybrid work	56	5.2		13	8.8
More equity & fairness, better workplace safety	35	3.3		6	4.1
Better work-life balance, adequate time-off, appropriate workload	32	3.0		3	2.0
Other comment	21	2.0		5	3.4
	1,071	100		147	100.0

Figure 2 shows responses to statements addressing the work performance appreciation by various groups and individuals. The groups and individuals include co-workers, immediate supervisors, department heads, and university administrators. The statements include “my work is unappreciated,” “my work is moderately appreciated,” “my work is greatly appreciated,” and “this item does not apply to me.”

Figure 2 shows that over 70% of both groups report that their “work is greatly appreciated” by their immediate supervisor, and about two-thirds (66%) of both groups report that their “work is greatly appreciated” by co-workers. Just over half of WSU UPS Employees (50.8%) report that their “work is greatly appreciated” by department heads, compared to 48.7% of Statewide UPS Employees who say so.

Figure 2: Appreciation of Work Performed



Work Morale

This section of the report addresses work morale. Figure 3 shows responses to the question “generally speaking, how do you rate your morale at work?” Answer options ranged from “extremely positive” to “extremely negative.”

Figure 3 shows that a slightly larger percentage of WSU UPS Employees (22.8%) than Statewide UPS Employees (20.1%) rate their morale as “extremely positive.” The largest percentage of both groups rate their morale as “somewhat positive” (46.9% of WSU UPS Employees and 49.1% of Statewide UPS Employees).

Figure 3: Morale at Work

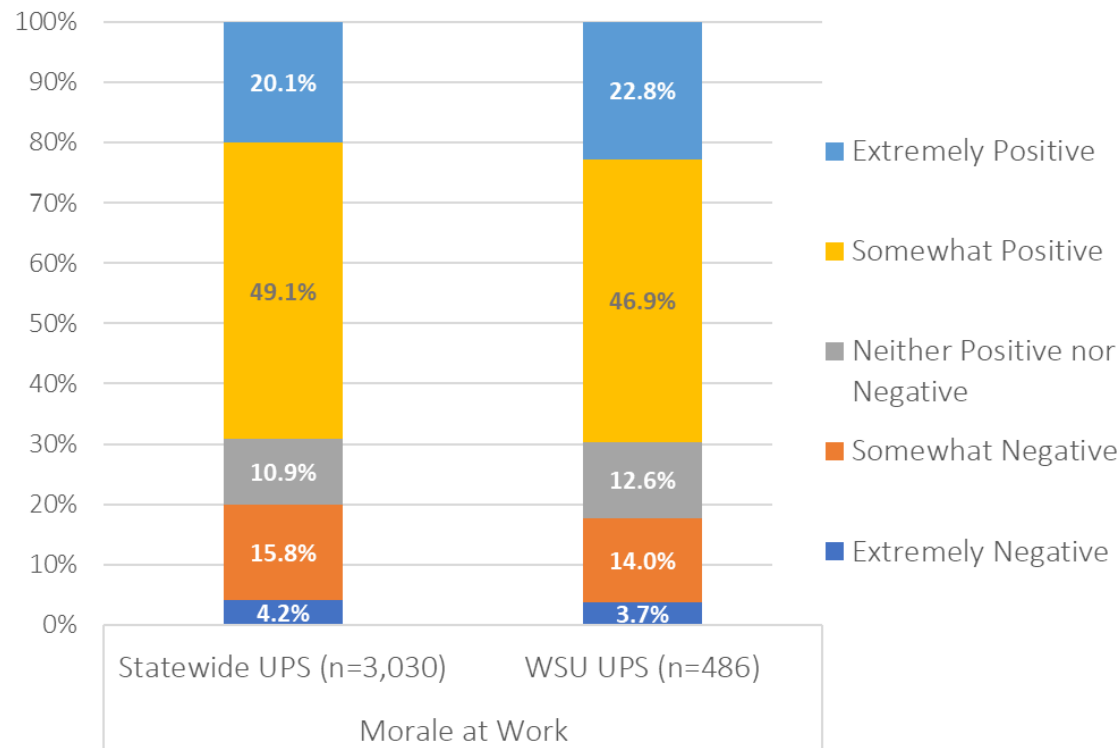
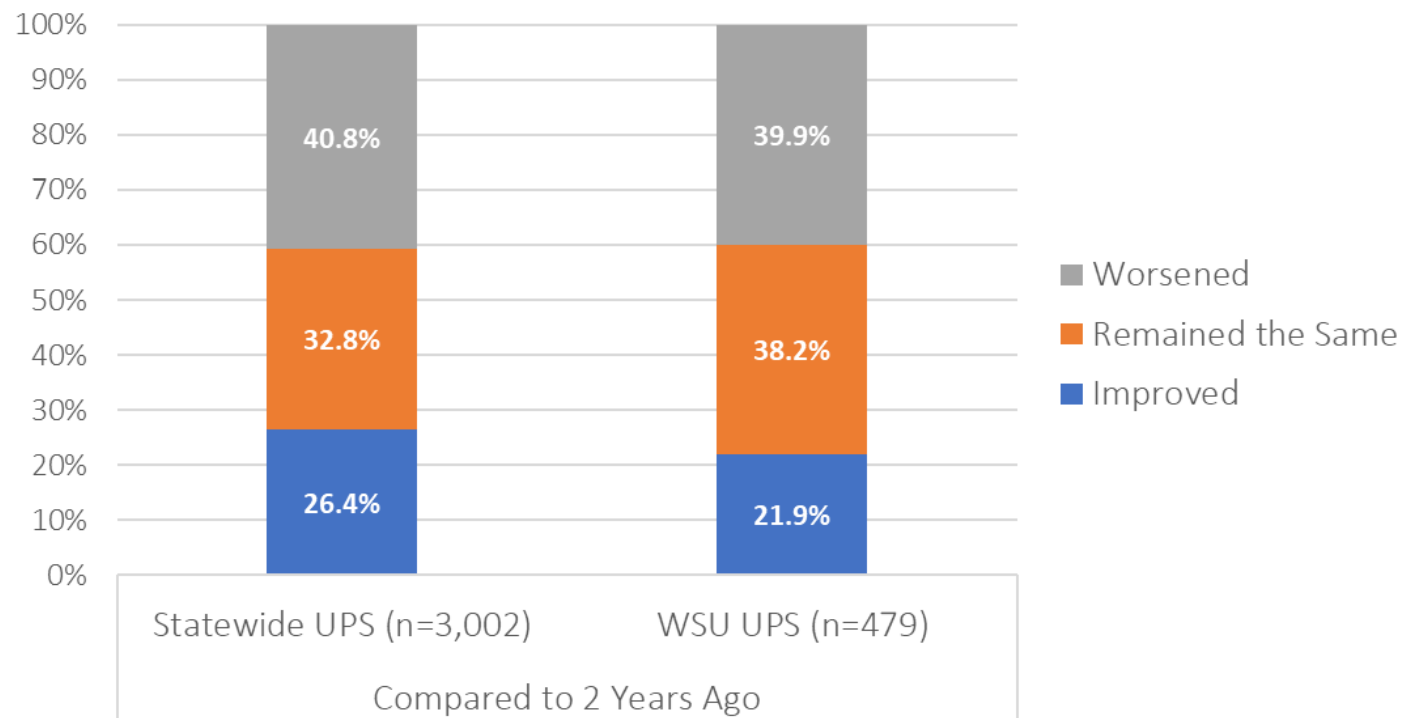


Figure 4 shows that similar percentages of WSU UPS Employees (39.9%) and Statewide UPS Employees (40.8%) report that their morale has worsened compared to two years ago.

Figure 4: Morale Compared to Two Years Ago



Respondents indicating that their morale has worsened compared to two years ago (represented by the blue bars in the previous figure) were asked follow-up questions about why morale has worsened. Responses included “salary increases haven’t kept up with increased costs,” “had to take on additional work duties with no/minimal increases in pay,” “morale of those around me has worsened,” and “layoffs have created uncertainty about the future of my position.”

Figure 5 shows that a higher percentage (70.7%) of WSU UPS Employees than Statewide UPS Employees (61.9%) report that their “salary increases haven’t kept up with increased costs.” Considerable percentages of both groups (44.5% of WSU UPS Employees and 51.1% of Statewide UPS Employees) report that they “had to take on additional work duties with no/minimal increases in pay.”

Figure 5: Why Morale Has Worsened

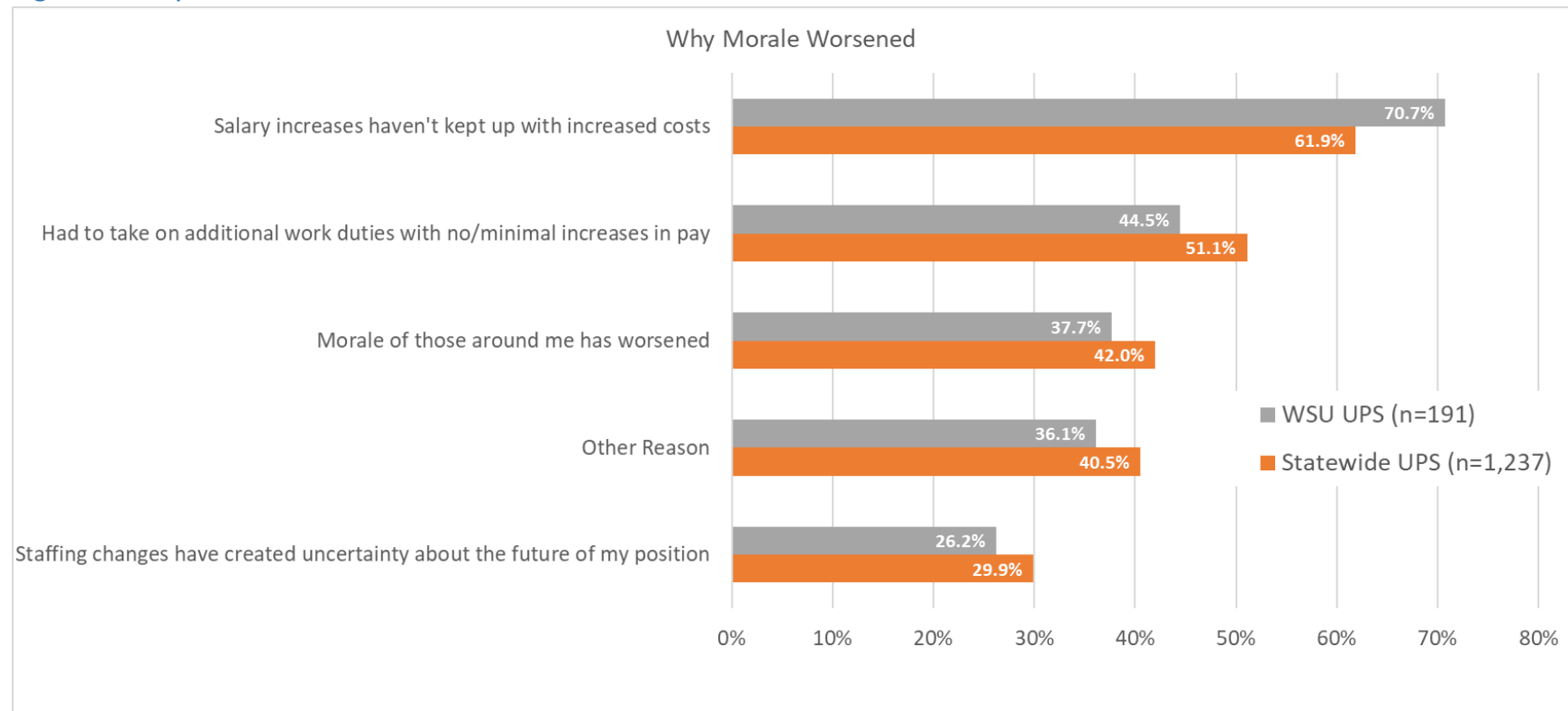


Table 3 shows the coded responses to a follow-up question when someone answered “other reason.” (NOTE: Some respondents provided more than one item or issue. The coded categories below show the first item/issue listed.)

Table 3: Other Reasons Morale Has Worsened

	Statewide Employees			WSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Political environment and external pressures (Federal/State hostility to higher ed., cultural devaluation of ed.)	152	31.3		23	35.9
Leadership and administration (toxic supervision, disconnected, administrative bloat)	80	16.5		11	17.2
Morale, culture and climate (lack of trust, burnout, hopelessness, change fatigue)	62	12.8		5	7.8
Workload and staffing (overworked, understaffed, unfair work distribution, high turnover)	48	9.9		6	9.4
Compensation and pay equity (stagnant wages, salary compression, lack of recognition)	42	8.7		9	14.1
Misalignment with university values (shift toward profit, erosion of mission, moral concerns)	26	5.4		3	4.7
Communication and transparency (poor internal communication, top-down decisions, lack of feedback mechanisms)	23	4.7		4	6.3
Job insecurity (policy changes, reorganization, centralization)	20	4.1		2	3.1
Lack of career growth and development (few promotion opportunities, lack of P.D., unclear advancement paths)	21	4.3		1	1.6
Other comment	11	2.3			0.0
Total	485	100		64	100.0

Figure 6 shows that of those reporting that their morale improved or stayed the same when asked why it had improved, similar percentages of WSU UPS Employees (26%) and Statewide UPS Employees (26.2%) report that the “future of my position is certain and stable” and that the “morale of those around me has improved” (25.3% at WSU and 27.4% Statewide). Tables 4 shows the coded responses to a follow-up question when someone answered “other reason.” Table 5 shows the coded responses when respondents were offered in an open-ended field to mention any other comments regarding morale, and the single largest percentages of WSU and Statewide employees mention a lack of equity in compensation. (NOTE: Regarding Tables 4 and 5, some respondents provided more than one item or issue. The coded categories in the tables show the first item/issue listed.)

Figure 6: Why Morale has Improved or Remained the Same

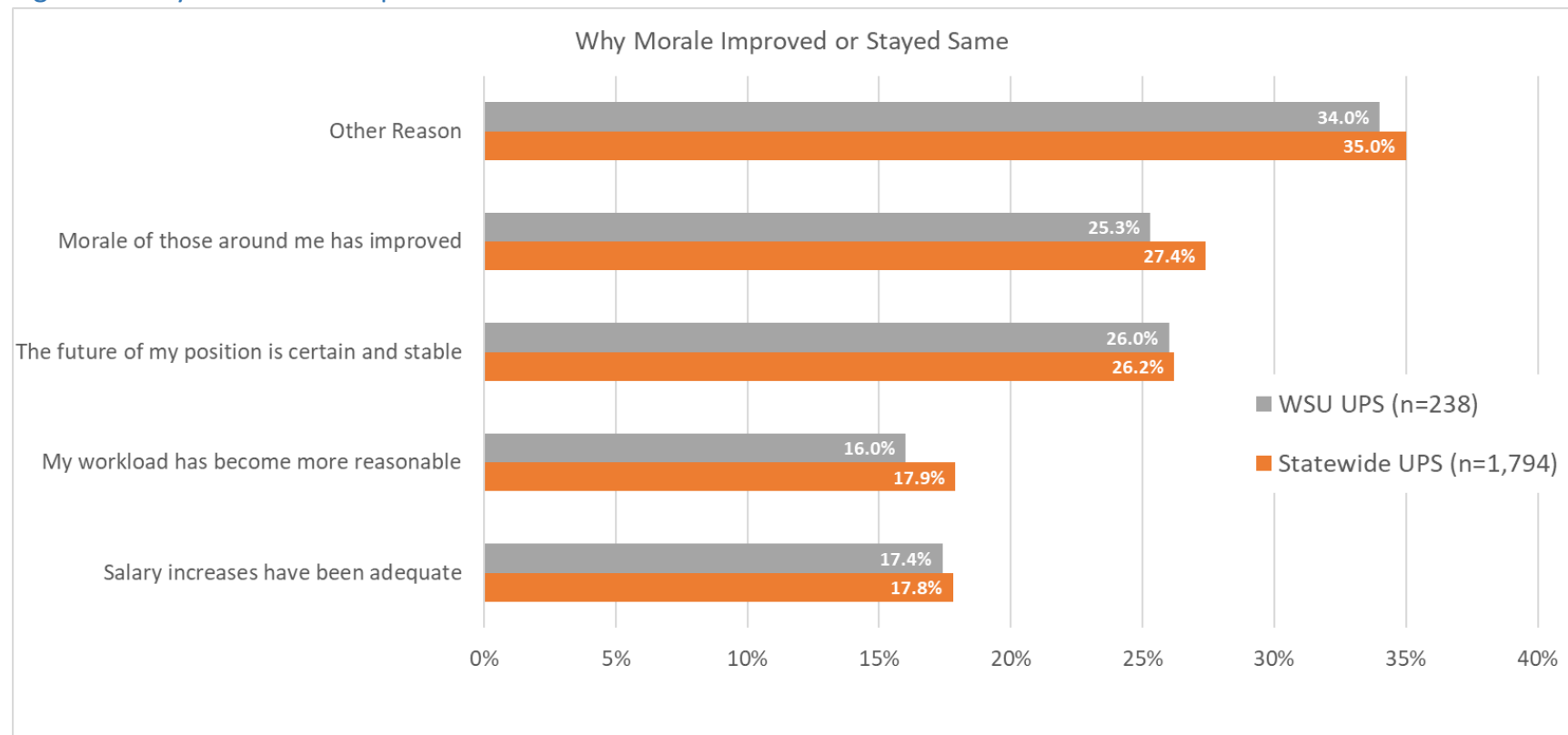


Table 4: Other Reasons Morale Same or Improved

	Statewide Employees			WSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Supervision and leadership (new leadership, supportive, communicative)	106	22.9		14	21.5
Role fit (alignment with skills/interest, increased autonomy, confidence)	89	19.2		14	21.5
Coworkers and team culture (positive, collaborative, close-knit team)	56	12.1		10	15.4
Recent change in internal position/job duties	62	13.4		5	7.7
Workload and staffing (stabilized, support staff increased)	56	12.1		8	12.3
Internal mindset and personal reasons (attitude shift, mental health work)	35	7.6		7	10.8
Increased Salary, compensation, or recognition	33	7.1		4	6.2
Other comment	26	5.6		3	4.6
Total	463	100		65	100.0

Table 5: Other Comments About Morale

	Statewide Employees			WSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Lack of equity in compensation (pay disparities, lack of merit-based raises)	194	17.4		37	25.7
Negative external political and economic pressures	174	15.6		19	13.2
Workload and staffing changes (increased responsibilities, unfilled positions)	121	10.8		10	6.9
Feeling of positive campus climate and community	115	10.3		16	11.1
Negative leadership (absentee leaders, inconsistent expectations)	99	8.9		16	11.1
Toxic culture (nepotism, favoritism, bullying, inequitable treatment)	89	8.0		12	8.3
Lack of recognition and appreciation	72	6.4		12	8.3
Organizational change and instability (constant restructuring, leadership turnover)	65	5.8		6	4.2
Lack of communication and transparency	53	4.7		5	3.5
Lack of career advancement and professional growth	39	3.5		2	1.4
Bureaucracy and inefficiency (outdated systems, excessive red tape)	31	2.8		2	1.4
Other comment	66	5.9		7	4.9
Total	1,118	100		144	100.0

Wages and Second Job

This section of the report addresses wages and a second job (if workers have a second job and/or if they have considered one).

Figure 7 shows responses to the question “how do you rate your salary or hourly wage with regard to the work you currently perform?” Answer options ranged from “extremely reasonable” to “extremely unreasonable.” The figure shows that a slightly larger percentage of Statewide UPS Employees (55.7%) than WSU UPS Employees (52.5%) report that their wages are at least “somewhat reasonable.”

Figure 7: Perception of Current Wages

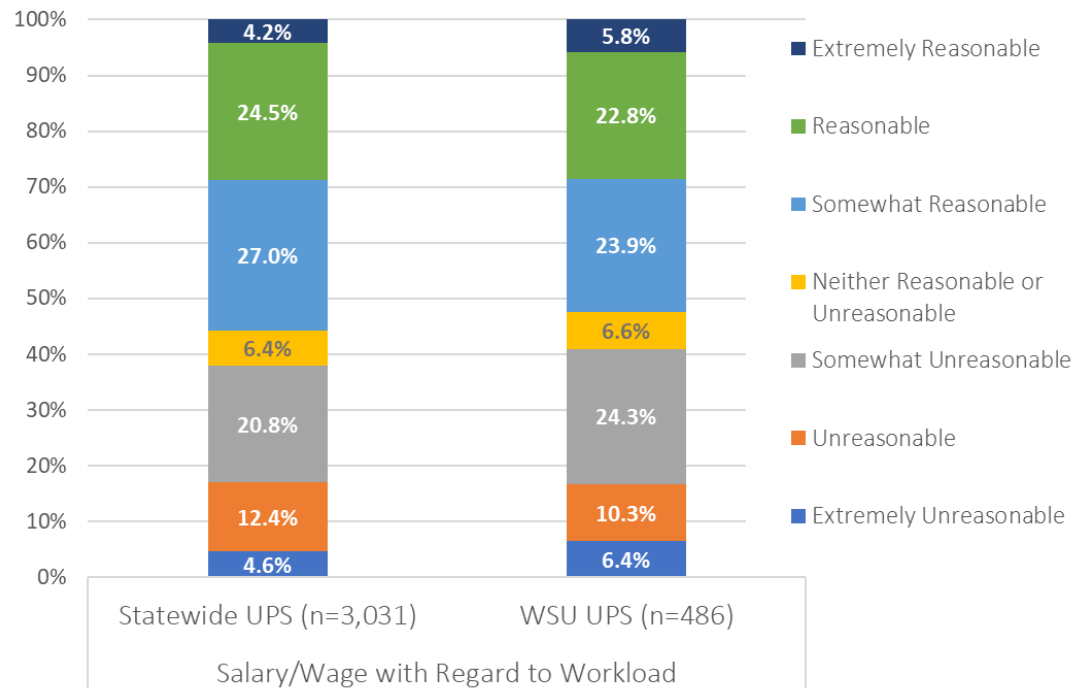
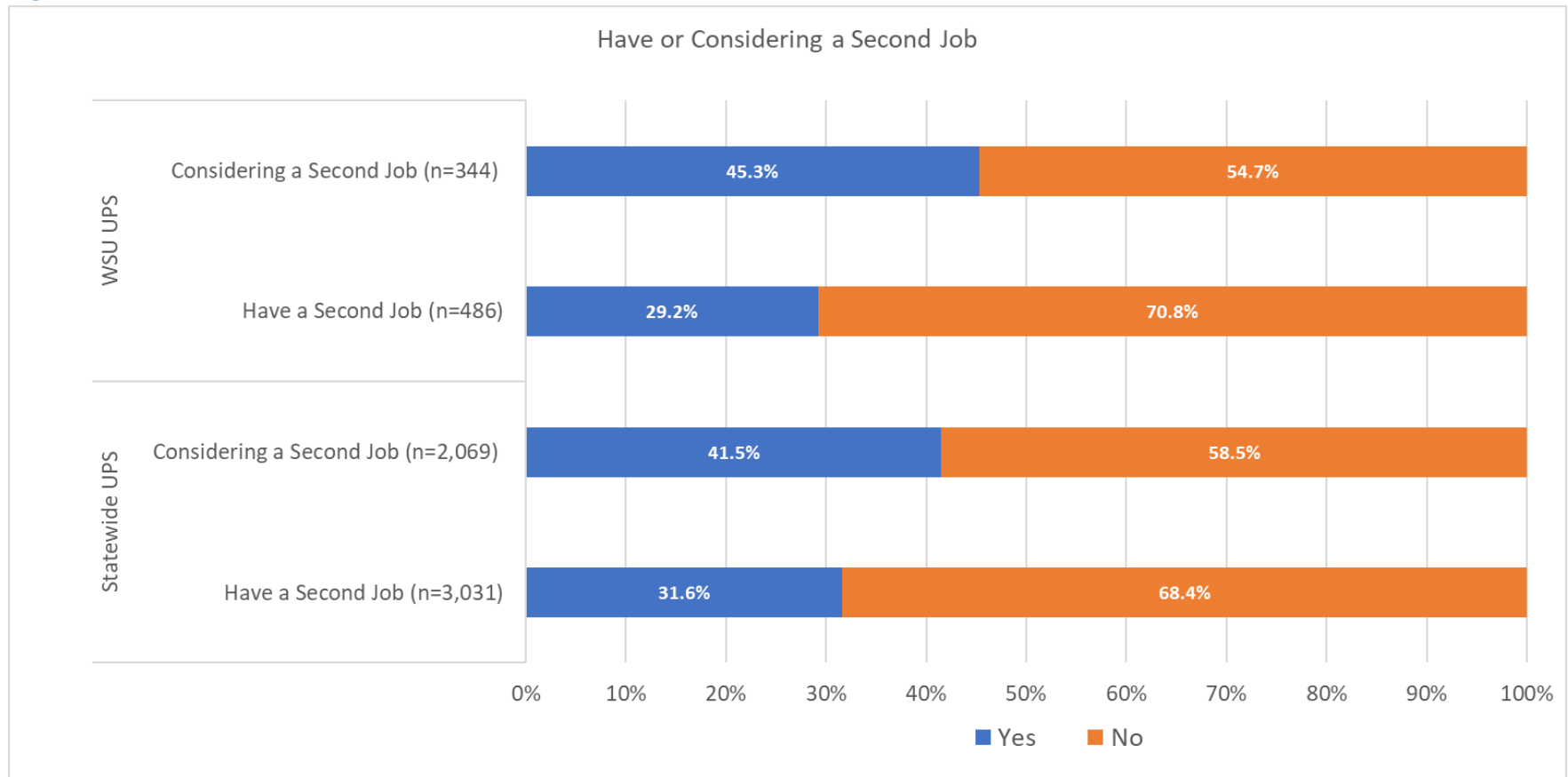


Figure 8 shows that similar percentages of WSU UPS Employees (29.2%) and Statewide UPS Employees (31.6%) report having a second job. Of those without second jobs, 45.3% of WSU UPS Employees and 41.5% of Statewide UPS Employees report “considering taking a second job.”

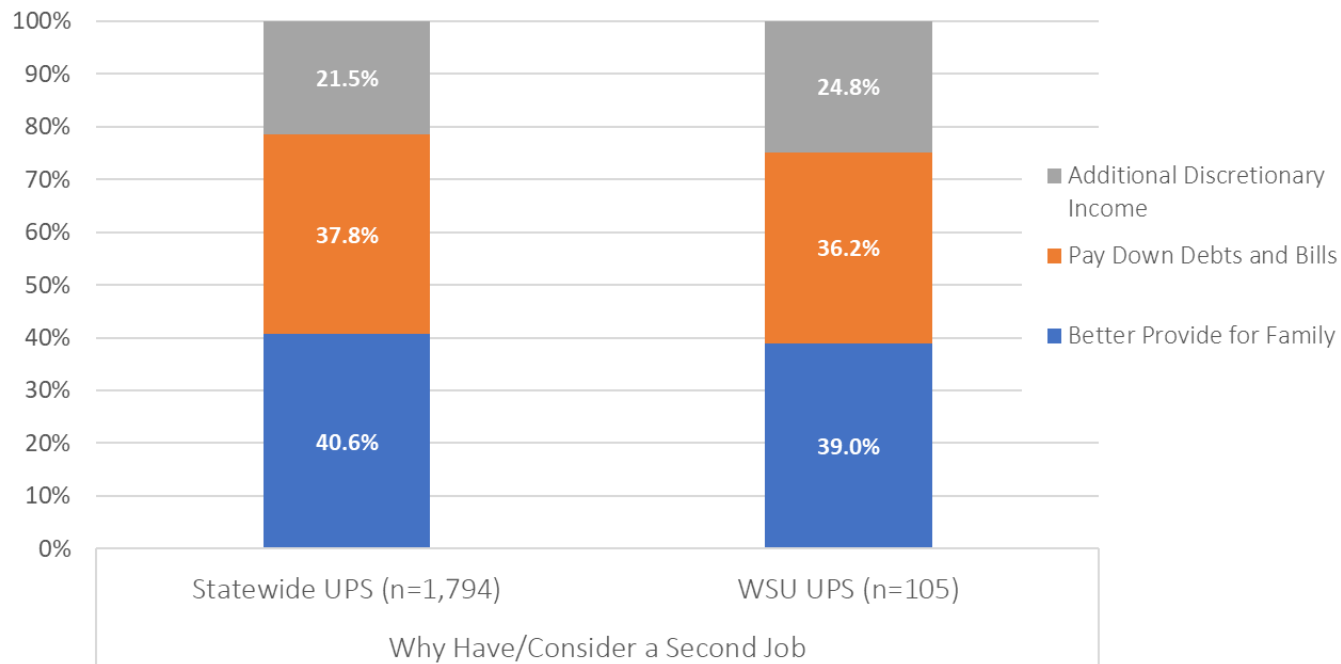
Figure 8: Have or Consider a Second Job or Other Income



Respondents with a second job or considering a second job (“yes” answers shown in Figure 8) were asked the question “of the following, which BEST describes the reason you have taken a second job or are considering a second job?”

Answer options included to “be able to better provide for family,” “help to pay down debts/bills,” and “be able to have additional discretionary income (i.e., to spend on vacations, upgraded car, etc.).” Figure 9 shows that of those with second jobs or considering taking second jobs, 39% and 40.6% (WSU and Statewide, respectively) report that a second job will help them “provide better for their families.”

Figure 9: Why Have/Consider a Second Job or Other Income



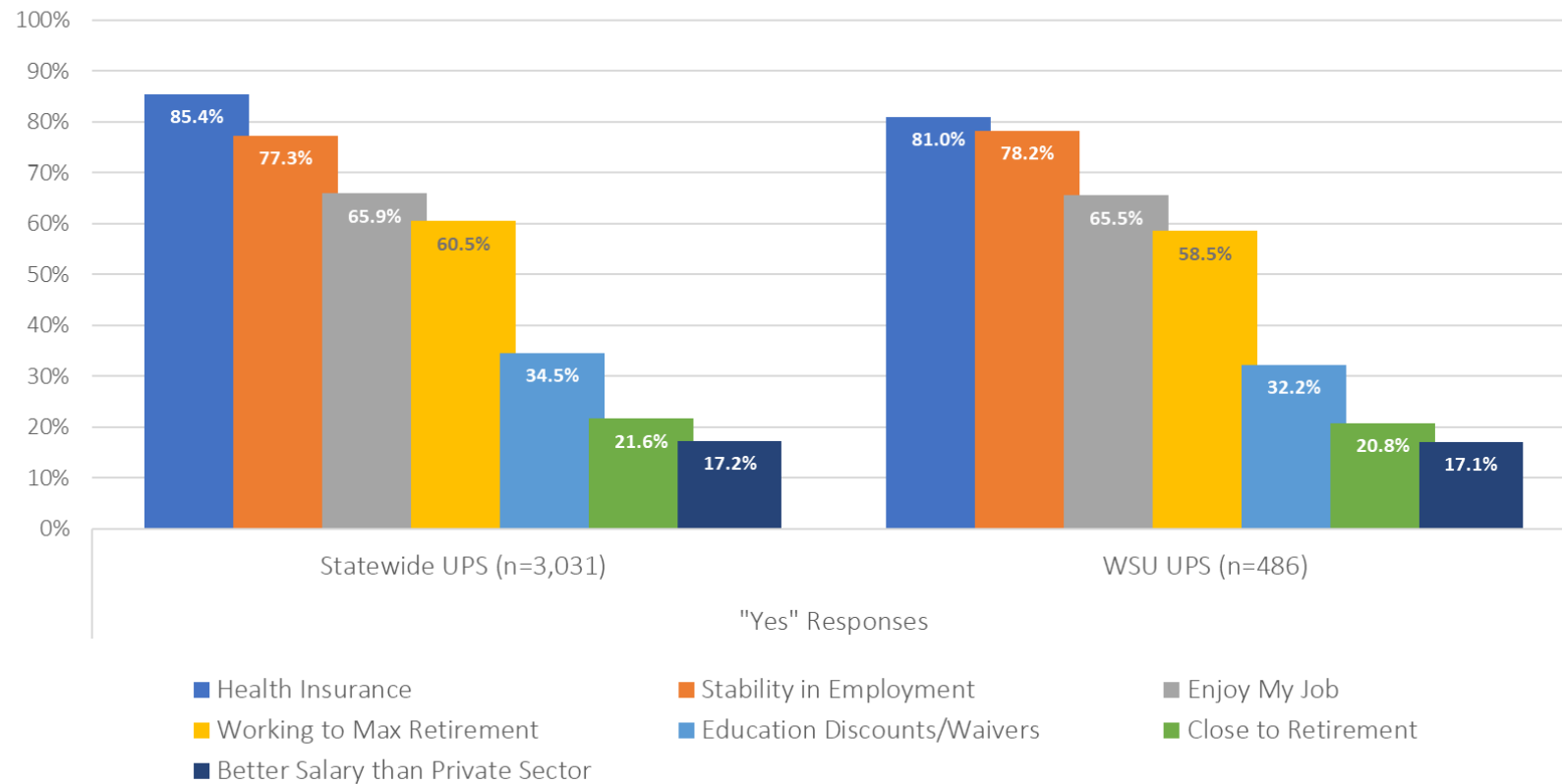
Respondents with a second job or considering a second job (“yes” answers shown in Figure 8) were asked the question “Regarding your job with the University, which of the following reasons have encouraged you to *remain employed* there?”

Answer options included the following:

- I earn a better salary than a comparable job in the private sector
- The stability in employment
- I need the health insurance
- I need access to the education discounts offered (i.e., tuition waivers) for self/dependents
- I am close to retirement age
- I want to continue working here to receive maximum retirement benefits
- I enjoy the work so much that I remain

Figure 10 shows that of those with second jobs or considering taking second jobs, more than 75% of both groups indicate health insurance benefits and stable employment are reasons for continued university employment. Almost two-thirds of both groups report enjoyment of the work as a reason and about 60% report maximizing their retirement benefits as a reason for continued university employment.

Figure 10: Reasons for Continued University Employment



Job Satisfaction, Incentives, and Health Insurance

This section of the report addresses job satisfaction, incentives or opportunities that might be of interest to employees, and opinions about health insurance.

Regarding job satisfaction, respondents were presented with several statements and asked to respond to each with answer options ranging from “strongly agree” to “strongly disagree.” The statements included the following:

- I enjoy the things I do at work
- I have a generally positive work environment
- I am sufficiently trained to complete my required job duties
- I have a reasonable workload
- I have a fair chance of advancement in my job
- I have a fair chance for future salary or wage increases

Figures 11a and 11b show responses to the statements above. Figure 11a shows that more than 80% of WSU UPS Employees and Statewide UPS Employees “agree” or “strongly agree” that they “enjoy the things they do at work,” that they are “sufficiently trained to complete their duties,” and have “generally positive work environments.”

Figure 11a: Job Satisfaction

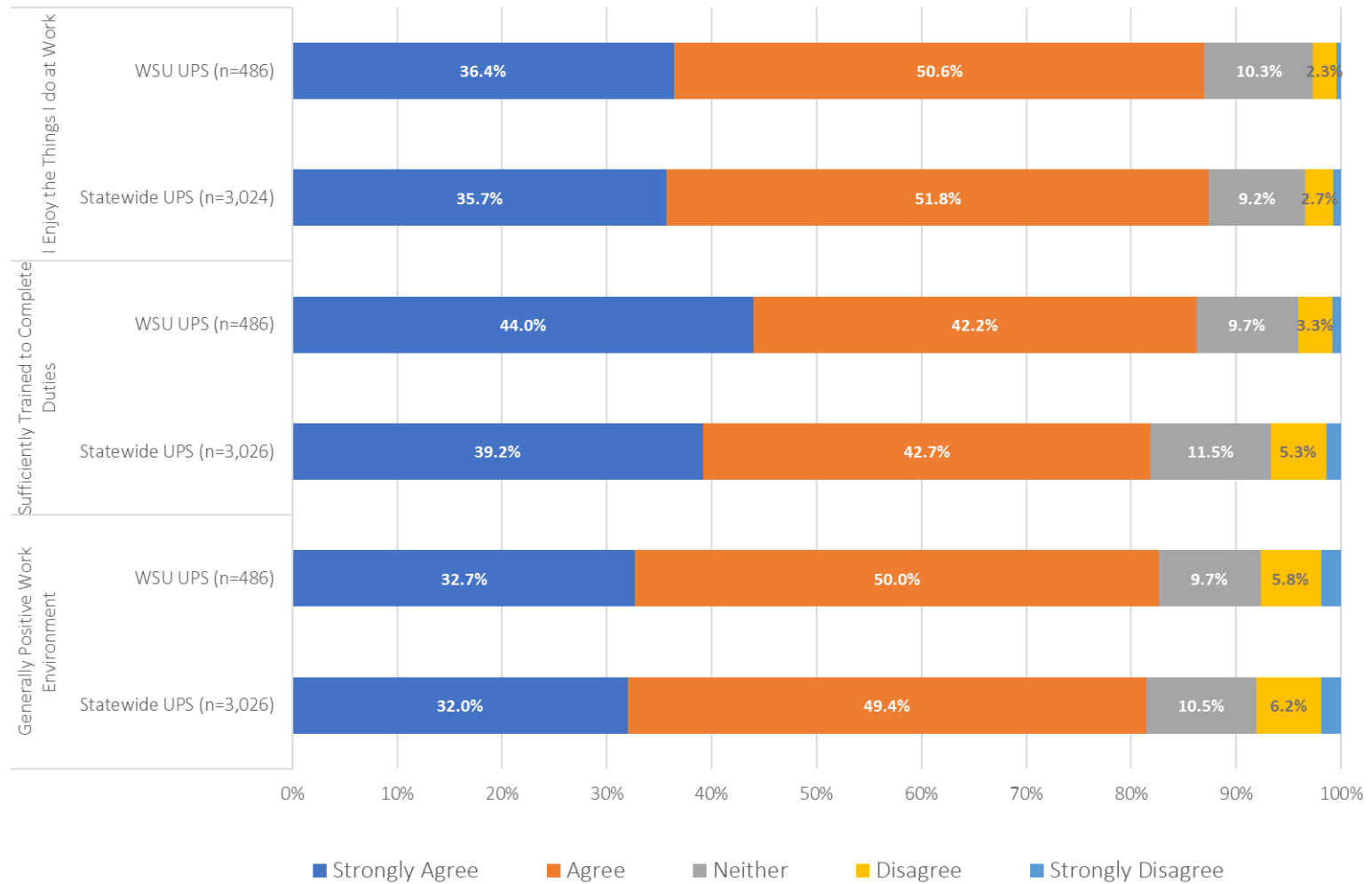
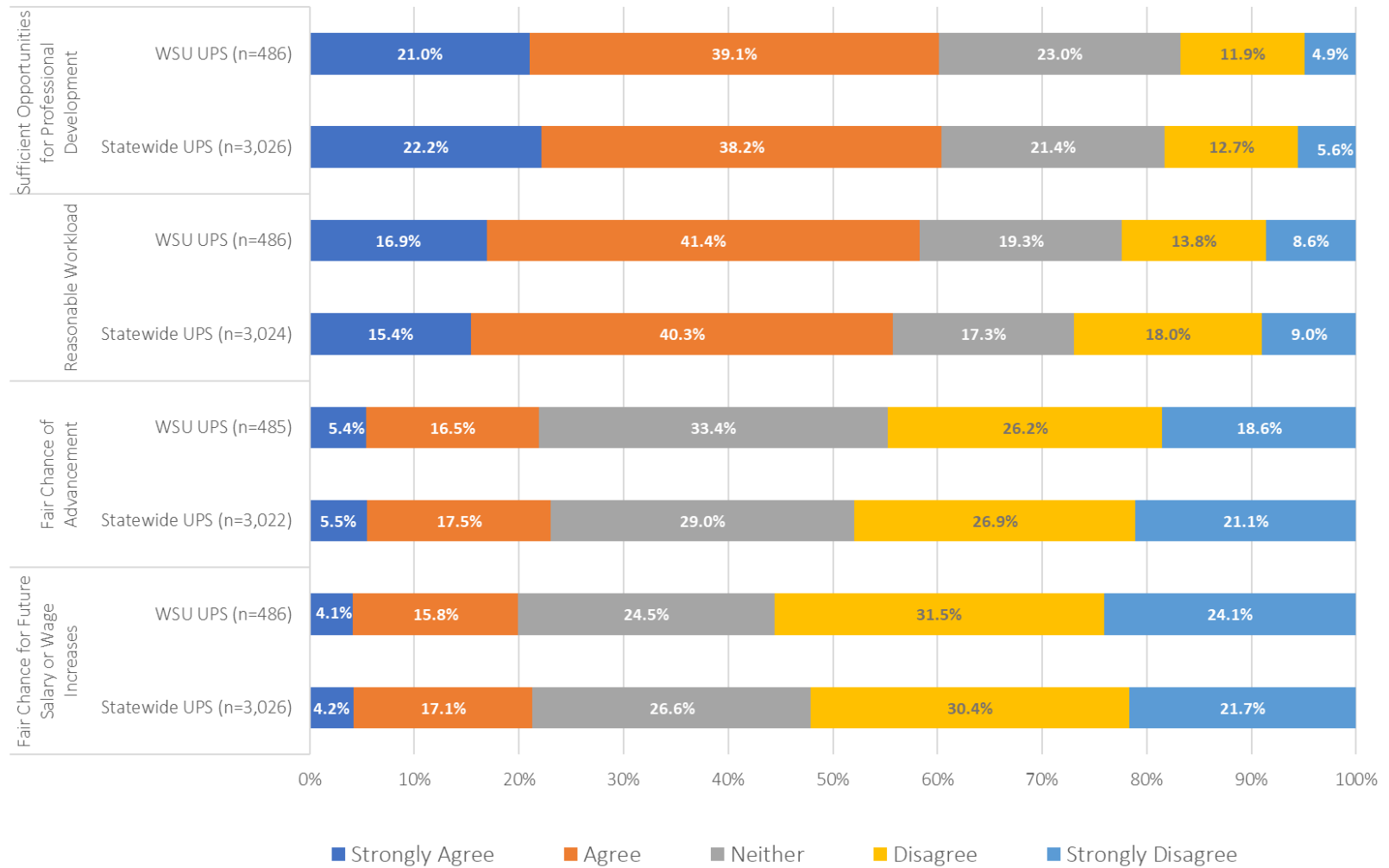


Figure 11b: Job Satisfaction (Continued)



Respondents were asked to provide another item or issue that they feel strongly about in a text box. Table 6 shows comments collapsed into categories. (NOTE: Some respondents provided more than one item or issue. The categories below show the first item/issue listed.)

Table 6: Additional Job Satisfaction Items/Issues (Categories)

	Statewide Employees			WSU UPS Employees	
	Freq.	Percent		Freq.	Percent
We need raises to keep up with the cost of living	96	16.2		22	27.2
Pay equity should be addressed/Salary compression is unfair	86	14.6		11	13.6
I am concerned about job security/stability/future raises/advancement	78	13.2		8	9.9
Leadership and/or supervisors are unsupportive & hinder problem solving	54	9.1		5	6.2
I now have more than one position/have added duties with no/little support/compensation	43	7.3		10	12.3
I lack resources/training/staff/support to perform my duties well	48	8.1		4	4.9
I enjoy my job/coworkers/supervisor/position	34	5.8		1	1.2
Leadership and/or supervisors lack transparency/communication	26	4.4		5	6.2
I am overqualified/should earn more given my skills and/or education	22	3.7		3	3.7
I feel the tuition assistance/parking/HR/PTO/holiday policies need modification	19	3.2		1	1.2
Workplace biases, favoritism, cliques are problems on campus	20	3.4		4	4.9
I benefit from/would benefit from remote/hybrid/flexible work	16	2.7		2	2.5
I must work 40< hours/skip lunches/vacations due to staff reductions	14	2.4		3	3.7
Other comment	35	5.9		2	2.5
Total	591	100		81	100.0

Figures 12a and 12b show responses to the series of statements regarding incentives or opportunities that might be of interest to employees. Respondents were asked to respond to each with answer options ranging from “extremely important” to “not at all important.” The incentives or opportunities are listed below:

- Flextime or flexible hours
- On-the-job training
- Childcare assistance (such as financial assistance or care at work)
- Improved healthcare benefits
- Tuition assistance for dependents attending another university
- Tuition assistance for dependents attending a nearby community college or technical school

Figures 12a and 12b show responses to the statements above. Figure 12a shows that more than 60% of WSU UPS and State UPS Employees consider “flextime or flexible hours,” “improved healthcare benefits,” and “working remotely some of the time” as “very important” or “extremely important.” Over half of both groups report “tuition assistance at another university,” “tuition assistance at a community or technical college,” and “professional development opportunities” as “very important” or “extremely important.”

Figure 12a: Incentives or Opportunities

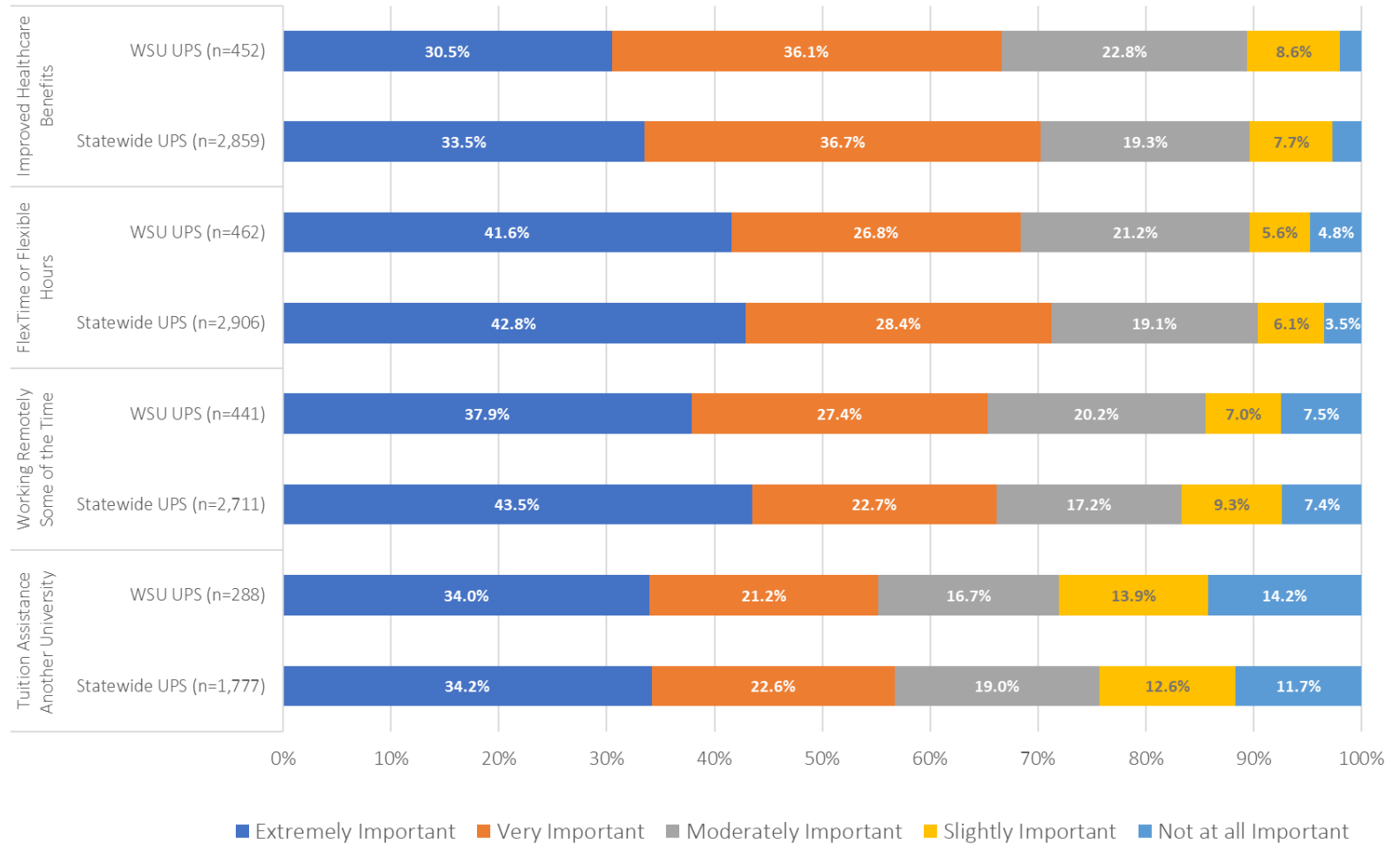
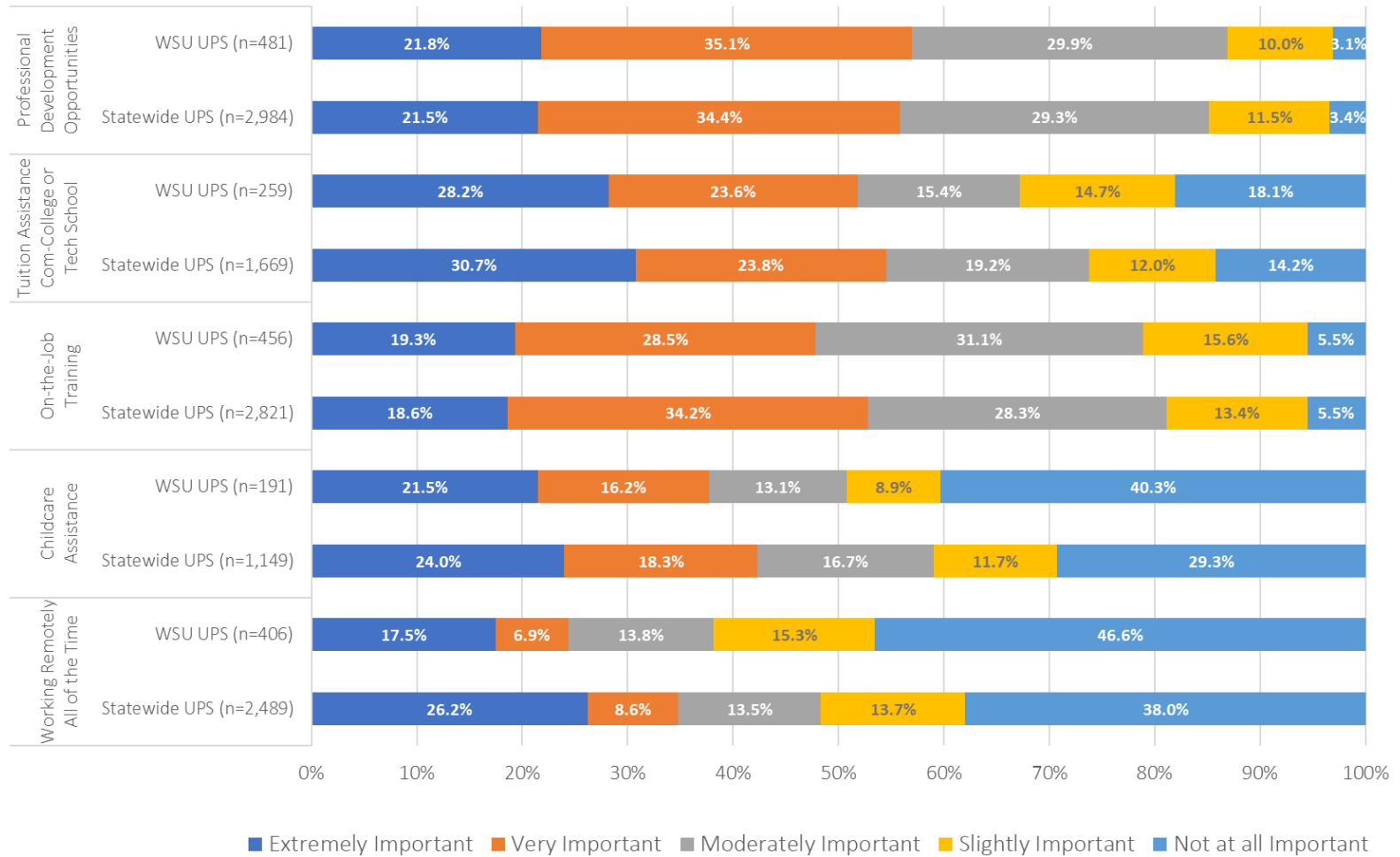


Figure 12b: Incentives or Opportunities (Continued)



Respondents were offered the ability to list other important incentives in an open-ended question that followed the lists. Table 7 shows comments collapsed into categories. (NOTE: Some respondents provided more than item. The categories below show the first item listed.)

Table 7: Additional Incentives or Opportunities (Categories)

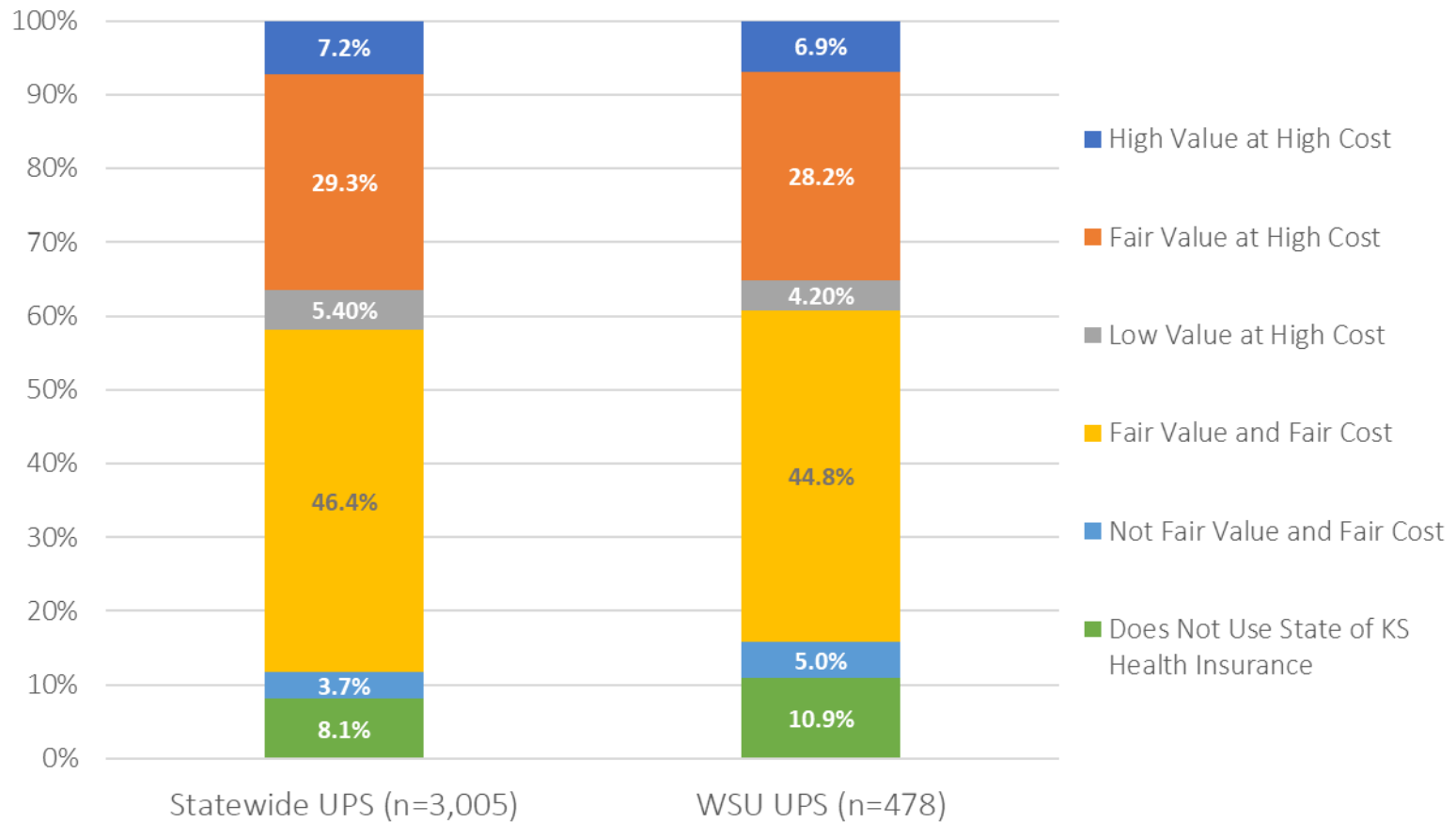
	Statewide Employees			WSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Tuition assistance, more opportunities to receive/use tuition assistance	115	21.0		11	13.8
Free parking, access to pool, exercise & recreation facilities, gift cards	86	16		18	22.5
Wage increases, livable wages, cost of living increases	54	10		9	11.3
Support for/time off for professional development	53	9.7		7	8.8
Merit pay, longevity bonus	43	7.9		7	8.8
Flexible schedule/hours/days, four-day workweek	28	5.1		1	1.3
Improved retirement packages, retirement incentives	27	4.9		4	5.0
Improved primary, mental, dental benefits/coverage, more affordable	25	4.6		3	3.8
Remote work, hybrid work, equipment for remote work	26	4.8		4	5.0
Adequate staffing/resources, improved work environment/management	22	4.0		3	3.8
Opportunities for advancement/merit and transparency about process	13	2.4		1	1.3
Support for better work-life balance, appropriate workload, PTO, adequate time off	12	2.2		3	3.8
Childcare assistance, parental leave, dependent care, funeral leave	11	2.0		2	2.5
Other comment	32	5.9		7	8.8
Total	547	100		80	100.0

Respondents were next asked to respond to the statement “with regard to your health insurance through the State of Kansas, which of the following statements MOST applies to you.” The following items were provided:

- I'm receiving high value at high cost
- I'm receiving fair value at high cost
- I'm receiving low value at high cost
- I'm receiving fair values at fair cost
- I'm not receiving fair value at a fair cost
- I don't use the State of Kansas Health Insurance

Figure 13 shows that the single largest percentage of both groups rate it as “fair value and fair cost” at 46.4% among Statewide UPS Employees and 44.8% among WSU UPS Employees. Almost 30% of both groups find health insurance to be of “fair value at high cost.”

Figure 13: Opinions about Health Insurance



Budget Limitation Impacts

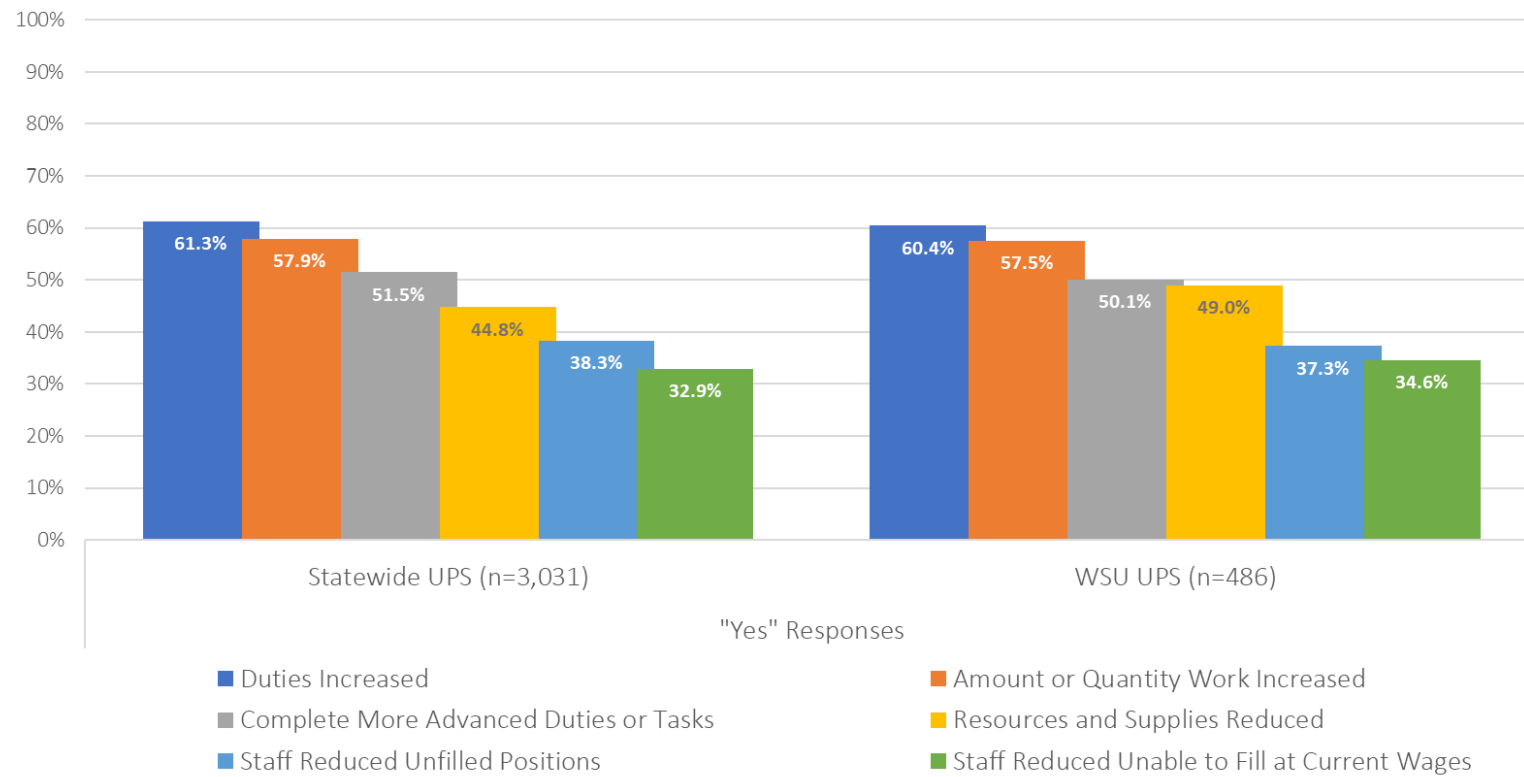
This section of the report addresses opinions about the impacts of budget limitations. Respondents were presented with the following question and statement: “Have budget limitations impacted your job? If so, please mark all the areas below that have been impacted by budget limitations.”

Respondents were then presented with a table containing the items below and asked to select “yes” or “no” to each.

- My amount or quantity of my work has increased
- My duties have increased
- I now complete more advanced level duties/tasks
- Our staff has been reduced because of unfilled positions
- Our staff has been reduced because we are unable to fill open positions at current salary/wage levels
- Resources and supplies have been reduced
- None of the above

Figure 14 shows that more than 60% of both groups report that their “duties have increased.” Almost 60% of each group report that the “quantity of work they perform has increased,” and just over 50% of both groups report that they are having to “complete more advanced duties or tasks.”

Figure 14: Opinions about Budget Limitation Impacts

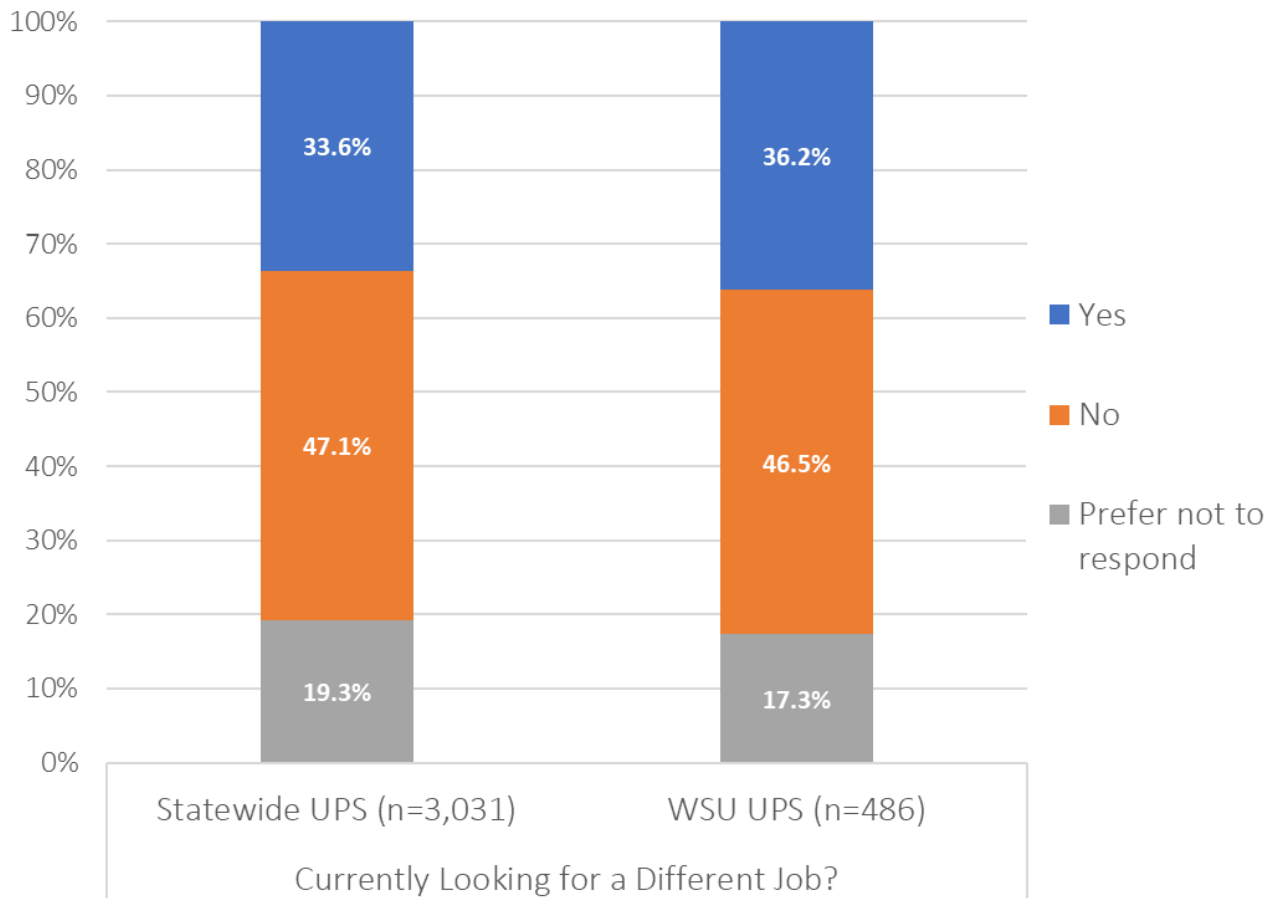


Different Job

Respondents were asked “are you currently looking for a different job or have you looked for a new job in the past year or so?”

Figure 15 below shows that over a third of WSU UPS Employees (36.2%) and Statewide UPS Employees (33.6%) report looking for a different job within the past year or so. Notable percentages of both groups preferred not to respond to this question.

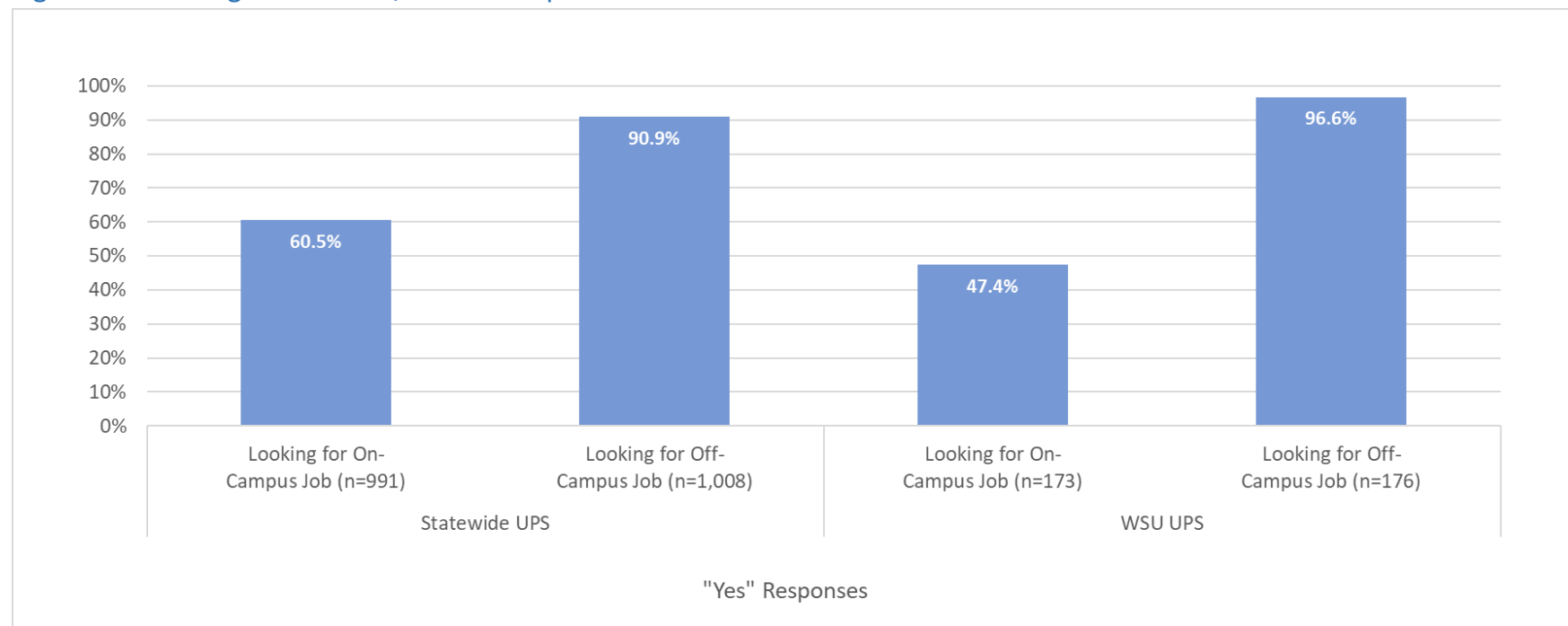
Figure 15: Looking for Different Job



Respondents who answered “yes” to the question “are you currently looking for a different job or have you looked for a new job in the past year or so” were asked two questions: “are you looking for an on-campus job” and “are you looking for an off-campus job.”

Figure 16 shows that, of those looking for a different job, 60.5% of Statewide UPS Employees and 47.4% of WSU UPS Employees report that they are interested in other on-campus employment, and in response to a separate question, 90.9% and 96.6% (Statewide and WSU, respectively) report being interested in off-campus employment.

Figure 16: Looking for On- and/or Off-Campus Job



Finally, respondents were asked if they had any other comments they would like to add. Table 8 shows responses collapsed into categories. (NOTE: Many respondents provided more than one comment. The categories below show the first listed.)

Table 8: Additional Comments

	Statewide Employees			WSU UPS Employees	
	Freq.	Percent		Freq.	Percent
Favorable comments about university employment, supervisor, coworkers	58	13.6		8	16.0
Wage increases, wage equity, cost of living adjustments, merit pay, bonuses	46	10.8		12	24.0
Positive comments about survey/participation	49	11.5		1	2.0
Understaffed, under-resourced, overworked, and overloaded	32	7.5		1	2.0
Leadership/management unresponsive, unsupportive, untrusted, micromanage	31	7.3		1	2.0
Generalized frustration/low morale expressed	34	8.0		4	8.0
Pessimism expressed regarding the use of survey findings	25	5.9		2	4.0
Tuition assistance, health insurance, childcare, parking	22	5.2		3	6.0
Top heavy administration, wage increases go to top. favoritism regarding departments	23	5.4		4	8.0
Wages should better match skills, output, and/or loyalty/longevity	17	4.0		4	8.0
Considering retirement or new job	20	4.7		4	8.0
Critique of survey, recommendations for survey/analysis	14	3		2	4.0
More flexibility in work hours and locations (remote/hybrid)	14	3.3		1	2.0
Opportunities for advancement are lacking	11	2.6		2	4.0
Kansas Legislature imprudent/unsupportive	1	0.2		0	0.0
Other comment	30	7.0		1	2.0
Total	427	100		50	100.0

2025 USS-UPS Staff Climate Survey

Start of Block: Default Question Block

QIntro The Docking Institute of Public Affairs has been asked to conduct a survey of current University Support Staff (USS) and Unclassified Professional Staff (UPS) employed at Kansas Regent Universities. Participation in this survey is completely voluntary. You may exit at any time by simply closing your browser. You may skip any question once you begin. Your decision to participate (or to not participate) will have no impact on your employment status. This survey is also completely confidential. Your responses will be grouped with responses from other respondents. Only grouped data will be analyzed. Individual responses will NOT be attributed to individual respondents. Please do not leave your name or other personal identifiers in the text boxes. This survey is intended for adults 18 years old or older. If you are not 18, please select "No, I will not participate" below. Select "Yes, I will participate" if you would like to begin the survey. Selecting "Yes, I will participate" is providing your consent to participate.

- ☐ Yes, I will participate (1)
- ☐ No, I will not participate (2)

Skip To: End of Survey If The Docking Institute of Public Affairs has been asked to conduct a survey of current University... = No, I will not participate

Q1 For which university are you employed as a USS or UPS employee?

- ☐ Emporia State University (1)
- ☐ Fort Hays State University (2)
- ☐ Kansas State University (3)
- ☐ Pittsburg State University (4)
- ☐ Wichita State University (5)
- ☐ University of Kansas (6)

Q2 How long have you been employed with your current university?

- ☐ 0-2 years (0)
- ☐ 3-4 years (1)
- ☐ 5-9 years (2)
- ☐ 10-14 years (3)
- ☐ 15-19 years (4)
- ☐ 20 years or more (5)

Q3 To the best of your knowledge, what is your employment classification?

- ☐ Unclassified Professional Staff (UPS) - Hourly Wage (1)
- ☐ Unclassified Professional Staff (UPS) - Salary (2)
- ☐ University Support Staff (USS) - Hourly Wage (3)
- ☐ University Support Staff (USS) - Salary (4)

Q4 Please rank the following items from highest to lowest in importance to you.

[Use your mouse to grab an item and move it up or down. **The item of highest importance to you should end up on top (1)**, followed by the second most important item (2), followed by the third most important item (3), and followed by the fourth most important item (4).]

- _____ Recognition for the work you perform (1)
- _____ Amount of pay or compensation (2)
- _____ Additional incentives or perks (3)
- _____ Professional development opportunities (4)

Q5 Is there another work-related item that you consider to be of high importance? If so, please provide that item in the space below.

Q6 How much do you feel your work is appreciated and recognized by the following groups/entities?

	My work is unappreciated (1)	My work is moderately appreciated (2)	My work is greatly appreciated (3)	This item does not apply to me/ I do not know (4)
Your co-workers (Q6a)	☐	☐	☐	☐
Your immediate supervisor (Q6b)	☐	☐	☐	☐
Your department head (Q6c)	☐	☐	☐	☐
University administration (Q6d)	☐	☐	☐	☐
Campus colleagues (Q6e)	☐	☐	☐	☐
Customers (Q6f)	☐	☐	☐	☐
The general public (Q6g)	☐	☐	☐	☐

Q7 Generally speaking, how do you rate your morale at work?

- ☐ Extremely positive (1)
- ☐ Somewhat positive (2)
- ☐ Neither positive nor negative (3)
- ☐ Somewhat negative (4)
- ☐ Extremely negative (5)

Q8 Compared to two years ago, would you say your morale has improved, remained the same, or worsened?

- ☐ Improved (1)
- ☐ Remained the Same (2)
- ☐ Worsened (3)

Display this question:

If Compared to two years ago, would you say your morale has improved, remained the same, or worsened? = Worsened

Q9 Which of the following **best describes** why your morale has worsened compared to two years ago? (You may select more than one response.)

☐

Salary increases haven't kept up with increased costs (1)

☐

Had to take on additional work duties with no/minimal increases in pay (2)

☐

Morale of those around me has worsened (3)

☐

Staffing changes have created uncertainty about the future of my position (4)

☐

Other (Please specify:) (5) _____

Display this question:

If Compared to two years ago, would you say your morale has improved, remained the same, or worsened? = Improved

Or Compared to two years ago, would you say your morale has improved, remained the same, or worsened? = Remained the Same

Q10 Which of the following **best describes** why your morale has improved or remained the same compared to two years ago? (You may select more than one response.)

☐

Salary increases have been adequate (1)

☐

My workload has become more reasonable (2)

☐

Morale of those around me has improved (3)

☐

The future of my position is certain and stable (4)

☐

Other (Please specify:) (5) _____

Q11 If you have anything to add about morale, please use the text box below.

Q12 How do you rate your salary or hourly wage with regard to the work that you currently perform?

For the work I perform, my wage is...

- ☐ Extremely reasonable (1)
- ☐ Reasonable (2)
- ☐ Somewhat reasonable (3)
- ☐ Neither reasonable nor unreasonable (4)
- ☐ Somewhat unreasonable (5)
- ☐ Unreasonable (6)
- ☐ Extremely unreasonable (7)

Q13 Do you (yourself) have a second job or other means of income?

- ☐ Yes (1)
- ☐ No (2)

Display this question:

If Do you (yourself) have a second job or other means of income? = No

Q14 Are you considering getting a second job (or considering some other option) to increase your income?

☐ Yes (1)

☐ No (2)

Display this question:

If Do you (yourself) have a second job or other means of income? = Yes

Or Are you considering getting a second job (or considering some other option) to increase your income? = Yes

Q15 Of the following, which BEST describes the reason you have taken a second job or are considering a second job?

☐ To be able to better provide for family (1)

☐ To help to pay down debt/bills (2)

☐ To be able to have additional discretionary income (i.e., to spend on vacations, upgraded car, etc.) (3)

Display this question:

If Do you (yourself) have a second job or other means of income? = Yes

Or Are you considering getting a second job (or considering some other option) to increase your income? = Yes

Q16 You mentioned that you have a second job or that you are considering taking a second job. Regarding your job with the University, which of the following reasons have encouraged you to *remain employed* there?

	Yes (1)	No (2)
I earn a better salary than I would at a comparable private sector job (Q16a)	☐	☐
The stability in employment (Q16b)	☐	☐
I need the health insurance (Q16c)	☐	☐
I need access to the education discounts offered (i.e. tuition waivers) for self/dependents (Q16d)	☐	☐
I am close to retirement age (Q16e)	☐	☐
I want to continue working here to receive maximum retirement benefits (Q16f)	☐	☐
I enjoy the work so much that I remain (Q16g)	☐	☐

Q17 For each statement below, please tell us if you "strongly agree," "agree," "neither agree nor disagree," "disagree," or "strongly disagree."

	Strongly Agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly Disagree (5)
I enjoy the things I do at work (Q17a)	☐	☐	☐	☐	☐
I have a generally positive work environment (Q17b)	☐	☐	☐	☐	☐
I am sufficiently trained to complete my required job duties (Q17c)	☐	☐	☐	☐	☐
I have sufficient opportunities for professional development (Q17d)	☐	☐	☐	☐	☐
I have a reasonable workload (Q17e)	☐	☐	☐	☐	☐
I have a fair chance of advancement in my job (Q17f)	☐	☐	☐	☐	☐

I have a fair
chance for
future salary or
wage
increases
(Q17g)

☐☐☐☐☐

Q18 Do you have another item or issue that you feel strongly about? If so, please use the space below to provide that item or issue.

Q19 Are any of the following incentives or opportunities ***of interest to you?*** [These options may or may not be under consideration at your institution, and/or provided for already.]

	Extremely Important (1)	Very Important (2)	Moderately Important (3)	Slightly Important (4)	Not at all Important (5)	Does not apply to me (6)
Flex-time or flexible hours (Q19a)	☐	☐	☐	☐	☐	☐
Working remotely some of the time (Q19b)	☐	☐	☐	☐	☐	☐
Working remotely full time (Q19c)	☐	☐	☐	☐	☐	☐
On-the-job training (Q19d)	☐	☐	☐	☐	☐	☐
Professional development opportunities (Q19e)	☐	☐	☐	☐	☐	☐
Childcare assistance (such as financial assistance or care at work) (Q19f)	☐	☐	☐	☐	☐	☐
Improved healthcare benefits (Q19g)	☐	☐	☐	☐	☐	☐

Tuition
assistance
for
dependents
attending
another
university
(Q19h)

☐☐☐☐☐☐

Tuition
assistance
for
dependents
attending a
nearby
community
college or
technical
school
(Q19i)

☐☐☐☐☐☐

Q20 Is another incentive important to you? If so, please provide that incentive in the space below.

Q21 With regard to your health insurance through the State of Kansas, which one of the following statements BEST represents your opinion or MOST applies to you?

- ☐ I'm receiving high value at high cost (1)
- ☐ I'm receiving fair value at high cost (2)
- ☐ I'm receiving low value at high cost (3)
- ☐ I'm receiving fair value and fair cost (4)
- ☐ I'm not receiving fair value and a fair cost (5)
- ☐ I don't use the State of Kansas Health Insurance (6)

Q22 Have budget limitations impacted your job? If so, please mark all of the areas below that have been impacted by budget limitations.

	Yes (1)	No (2)
The amount or quantity of my work has increased (Q22a)	☐	☐
I have been tasked with new additional duties (Q22b)	☐	☐
I now complete more advanced level duties/tasks (Q22c)	☐	☐
Our staff has been reduced because of unfilled positions (Q22d)	☐	☐
Our staff has been reduced because we are unable to fill open positions at current salary/wage levels (Q22e)	☐	☐
Resources and supplies have been reduced (Q22f)	☐	☐

Q23 Are you **currently looking** for a **different job** or have you looked for a new job in the past year or so?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I prefer not to respond (3)

Display this question:

If Are you currently looking for a different job or have you looked for a new job in the past year o... = Yes

Q24 Please answer the following questions regarding your current (or recent) new job search.

	Yes (1)	No (2)
I am looking or have looked for a different ON-campus job (Q24a)	☐	☐
I am looking or have looked for a different job OFF campus (Q24b)	☐	☐

Display this question:

If Are you currently looking for a different job or have you looked for a new job in the past year o... = No

Q25 How long to do you plan to continue working for your university?

- ☐ 1-2 more years (1)
- ☐ 3-4 more years (2)
- ☐ 5-9 more years (3)
- ☐ 10-14 more years (4)
- ☐ 15-19 more years (5)
- ☐ 20-24 more years (6)
- ☐ 25 more years or more (7)
- ☐ I prefer not to answer (8)

Display this question:

If Are you currently looking for a different job or have you looked for a new job in the past year o... = No

Q26 Do you plan to remain at the university until you retire?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I do not know (3)
- ☐ I prefer not to answer (4)

Q27 We have a few questions to help us with our analysis. As a reminder, analysis will be of grouped data only. To begin, do you consider yourself...

- ☐ Male (1)
- ☐ Female (2)
- ☐ Gender-fluid/transgender (3)
- ☐ I prefer not to answer (4)

Q28 Are you of Hispanic, Latino/a, or Spanish origin?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I prefer not to answer (3)

Q29 Which one or more of the following best represents your racial background?

- ☐ White (1)
- ☐ Black or African American (2)
- ☐ Asian or Pacific Islander (3)
- ☐ American Indian or Alaska Native (4)
- ☐ Other (5)
- ☐ I prefer not to answer (6)

Q30 Which category best represents your age?

- ☐ 18-24 (2)
- ☐ 25-29 (3)
- ☐ 30-39 (4)
- ☐ 40-49 (6)
- ☐ 50-59 (7)
- ☐ 60-69 (8)
- ☐ 70-79 (9)
- ☐ 80-89 (10)
- ☐ 90 or above (11)
- ☐ I prefer not to answer (12)

Q31 We are at the end of this survey. If you have any final comments to add, please use the text box below, then click "Go Forward" to submit your answers. If you want to review your answers before submitting your questionnaire, please click "Go Back."
