



2021 Administrative and Professional Faculty Senate Morale Survey Report

Executive Committee/Morale Survey Committee:

Sandra Bond, President
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December 15, 2021

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Senate approved December 15, 2021

In June 2021, the Administrative and Professional (AP) Faculty Senate conducted its first morale survey of AP Faculty. An email with a link to the 45 question survey was sent to all AP Faculty, and they were given three weeks to answer. The survey was sent to 316 AP Faculty members, and we received 121 responses, for a response rate of 38%. For most questions, AP Faculty were asked to select whether they strongly agreed, agreed, disagreed, or strongly disagreed with statements.

The main part of the survey was divided into five sections. Each of these sections are briefly summarized below. The full details for the responses in each category can be seen in the graphs following this introduction, as can information collected on the demographics of the respondents.

Section One: Job Security and Satisfaction (Questions 4-10)

Almost 100% of respondents reported taking pride in their work, and approximately 90% found their role and responsibilities rewarding. About one quarter of respondents expressed some degree of feeling that their jobs were insecure, and only half saw their salary as fair and equitable.

Section Two: Professional Development (Questions 11-23)

Almost all respondents expressed satisfaction with University benefits, though approximately one quarter did not feel comfortable taking time away from work. Two thirds of respondents felt their work contributed to their mental and physical health. Respondents, in general, felt their supervisors supported their taking time for training and professional development, but 40% expressed concern about adequate funding to do so. Despite the general feeling that professional development was supported, over half of the AP Faculty who responded to this survey did not feel they could advance their careers while remaining at Radford University.

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

The majority of respondents felt they are respected in the work place as both an individual and for their professional knowledge. Nearly all reported seeing their colleagues treat each other with respect. Almost 85% felt they had the necessary autonomy to do their jobs effectively. Of concern, approximately one third had considered leaving Radford University because they felt isolated or unwelcomed.

Section Four: Communication (Questions 31-36)

Over 40% of respondents did not feel University administration communicated openly or that information was conveyed in a timely fashion.

Section Five: Leadership (Questions 37-44)

Over 90% of respondents felt their supervisor treated them fairly and valued their opinions, and over 80% felt their supervisor clearly communicated expectations and provided helpful feedback. 75% of respondents felt University leadership had the necessary skills for institutional success, but over 40% felt AP Faculty were not meaningfully involved in institutional planning.

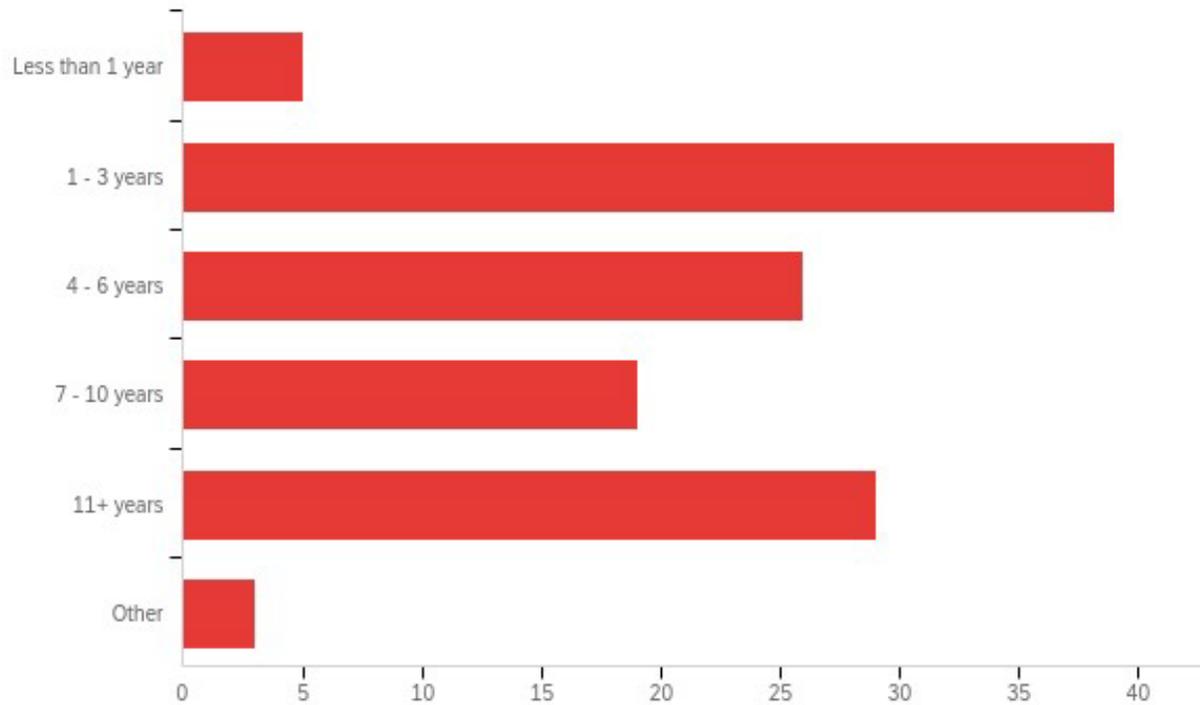
Written Comments:

Respondents were invited to provide further comments at the end of each section and at the end of the survey. These written comments have been withheld from the report to protect the anonymity of respondents. However, the most common themes found in the written comments across all sections of the survey were:

- Respondents valued their coworkers and supervisors
- Respondents did not feel appreciated outside of their immediate work environment
- Communication was siloed between campuses, divisions, departments
- Respondents felt isolated from colleagues and activities at other campuses
- Respondents felt disconnected from the University's upper administration
- Respondents felt they received inadequate or uncompetitive salaries and department funding
- The single-year contract created anxiety for respondents who desired more job protections
- Respondents felt they lack opportunities for growth or advancement within in the institution
- Respondents felt their workload was unreasonable but felt institutional pressure to manage it anyway
- Respondents believed that the University had work to do around diversity and marginalized identities
- Respondents were hopeful for change with the current and upcoming leadership transitions

** Note: June 2021 was a unique time in the history of Radford University; this survey was conducted more than a year into the COVID-19 pandemic and shortly after President Hemphill announced his departure from Radford University.

Q1 - How long have you worked at Radford University?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How long have you worked at Radford University? - Selected Choice	1.00	6.00	3.31	1.32	1.73	121

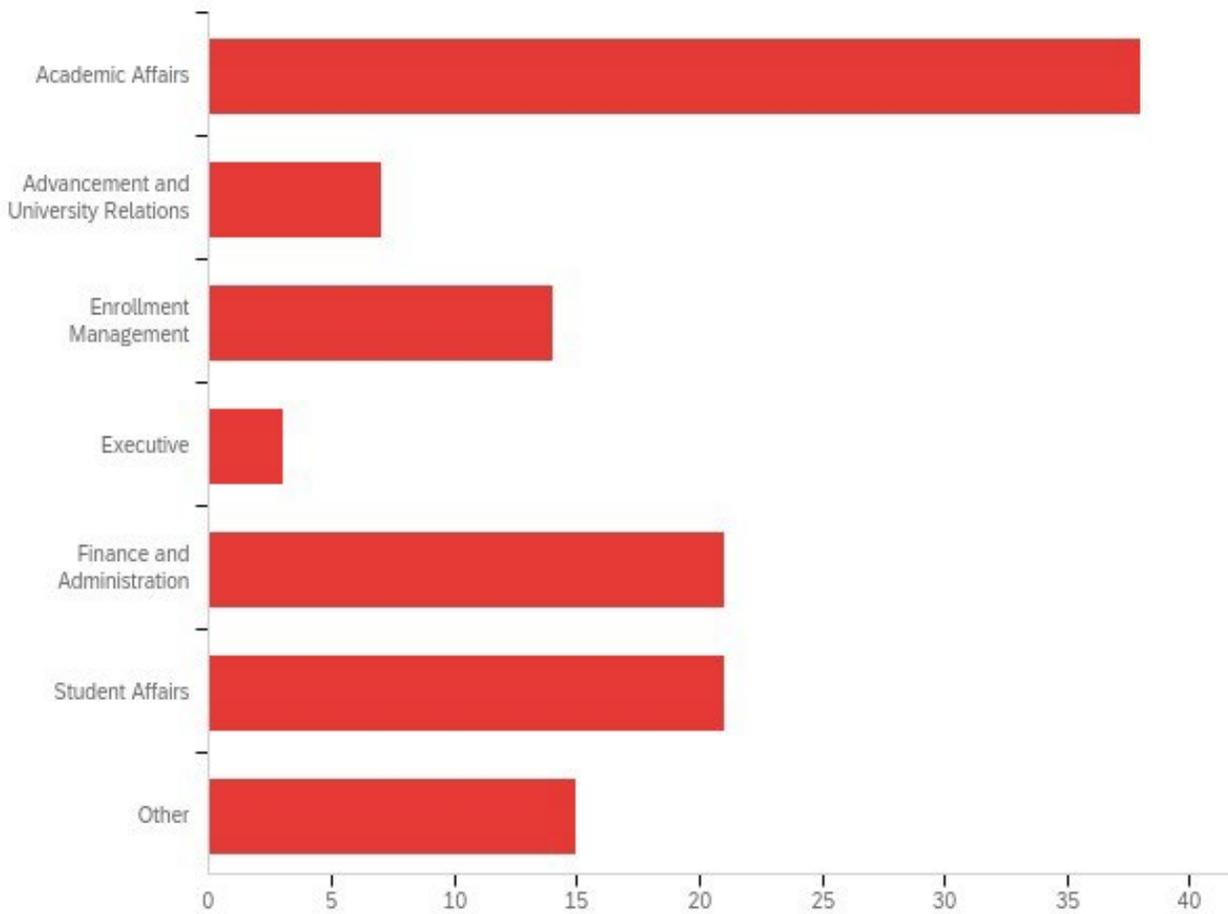
#	Answer	%	Count
1	Less than 1 year	4.13%	5
2	1 - 3 years	32.23%	39
3	4 - 6 years	21.49%	26
4	7 - 10 years	15.70%	19
5	11+ years	23.97%	29
6	Other	2.48%	3

Total

100%

121

Q2 - In which University division do you work?

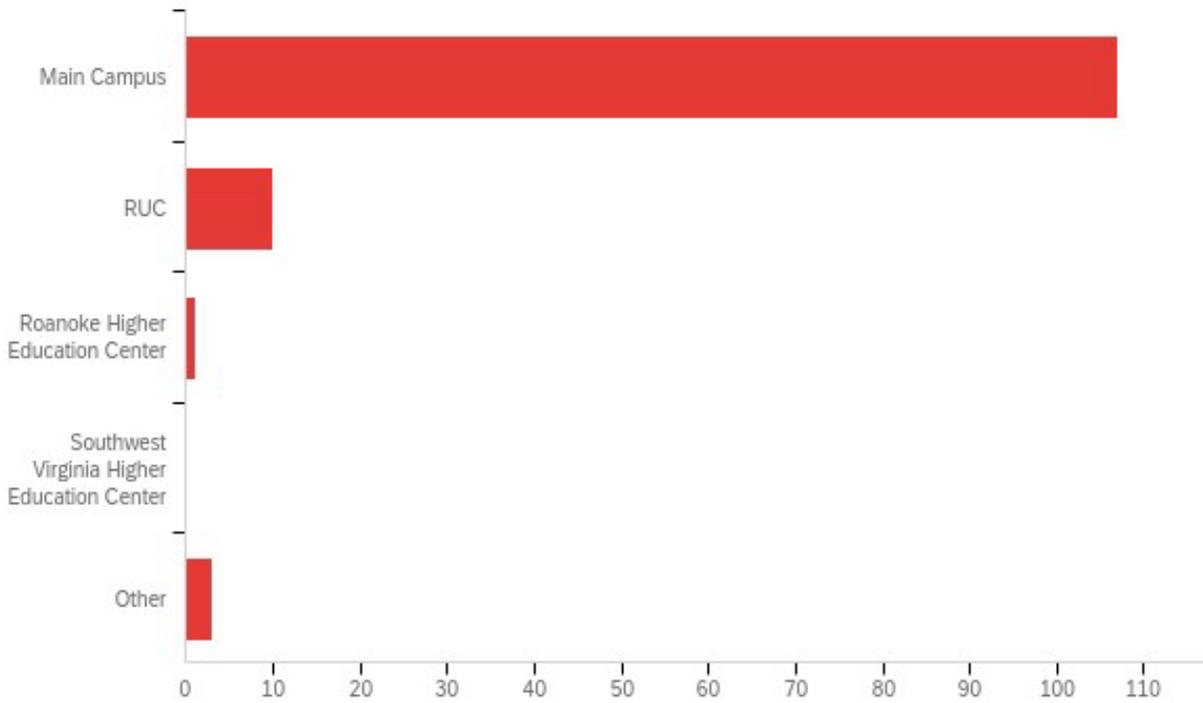


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	In which University division do you work? - Selected Choice	1.00	7.00	3.71	2.27	5.16	119

#	Answer	%	Count
1	Academic Affairs	31.93%	38
2	Advancement and University Relations	5.88%	7

3	Enrollment Management	11.76%	14
4	Executive	2.52%	3
5	Finance and Administration	17.65%	21
6	Student Affairs	17.65%	21
7	Other	12.61%	15
	Total	100%	119

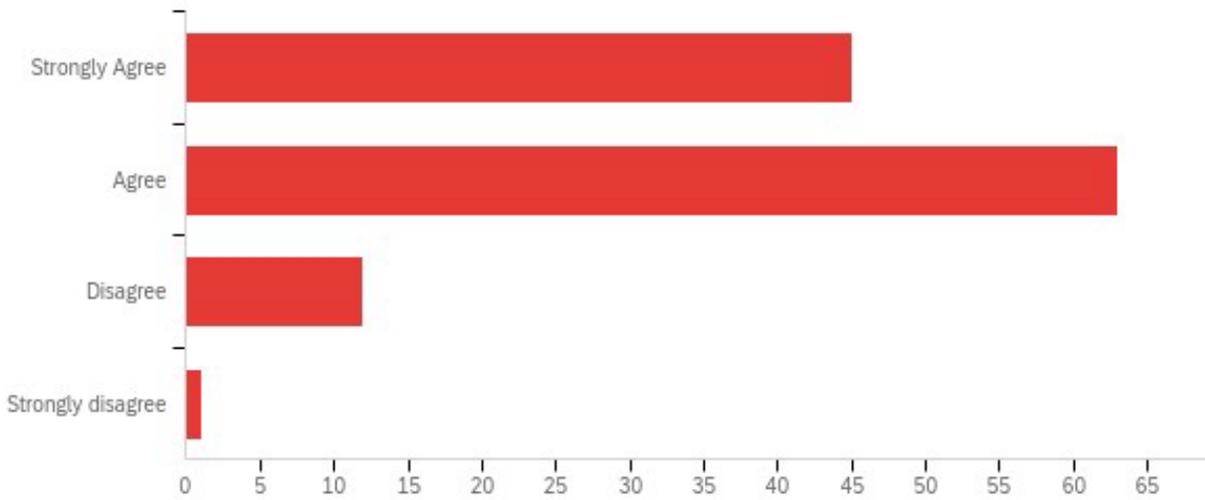
Q3 - At which Radford University campus do you most often work?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	At which Radford University campus do you most often work? - Selected Choice	1.00	5.00	1.20	0.69	0.47	121

#	Answer	%	Count
1	Main Campus	88.43%	107
2	RUC	8.26%	10
3	Roanoke Higher Education Center	0.83%	1
4	Southwest Virginia Higher Education Center	0.00%	0
5	Other	2.48%	3
	Total	100%	121

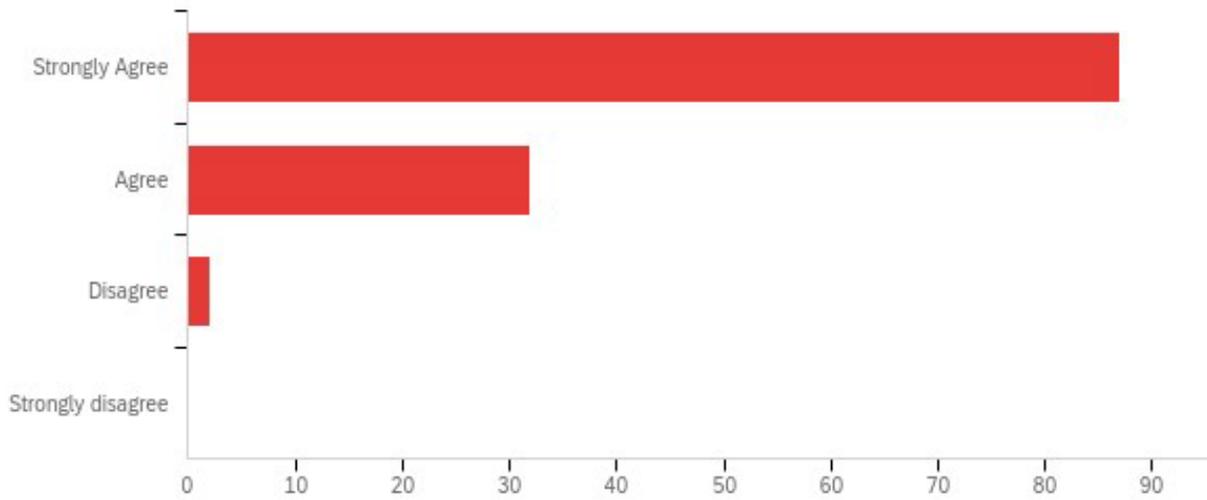
Q4 - I find my role and responsibilities to be rewarding.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I find my role and responsibilities to be rewarding.	1.00	4.00	1.74	0.66	0.44	121

#	Answer	%	Count
1	Strongly Agree	37.19%	45
2	Agree	52.07%	63
3	Disagree	9.92%	12
4	Strongly disagree	0.83%	1
	Total	100%	121

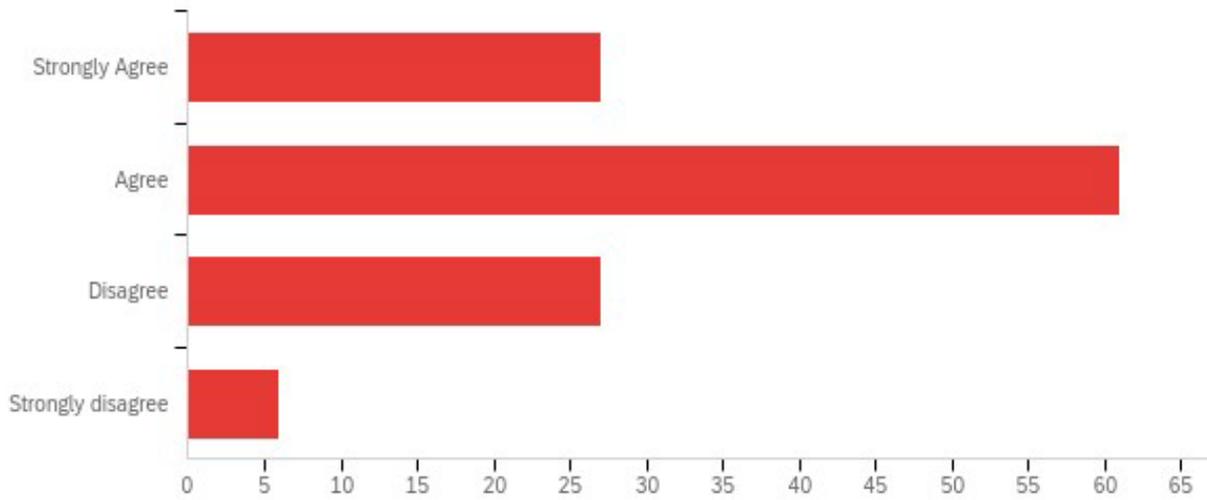
Q5 - I take pride in my work.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I take pride in my work.	1.00	3.00	1.30	0.49	0.24	121

#	Answer	%	Count
1	Strongly Agree	71.90%	87
2	Agree	26.45%	32
3	Disagree	1.65%	2
4	Strongly disagree	0.00%	0
	Total	100%	121

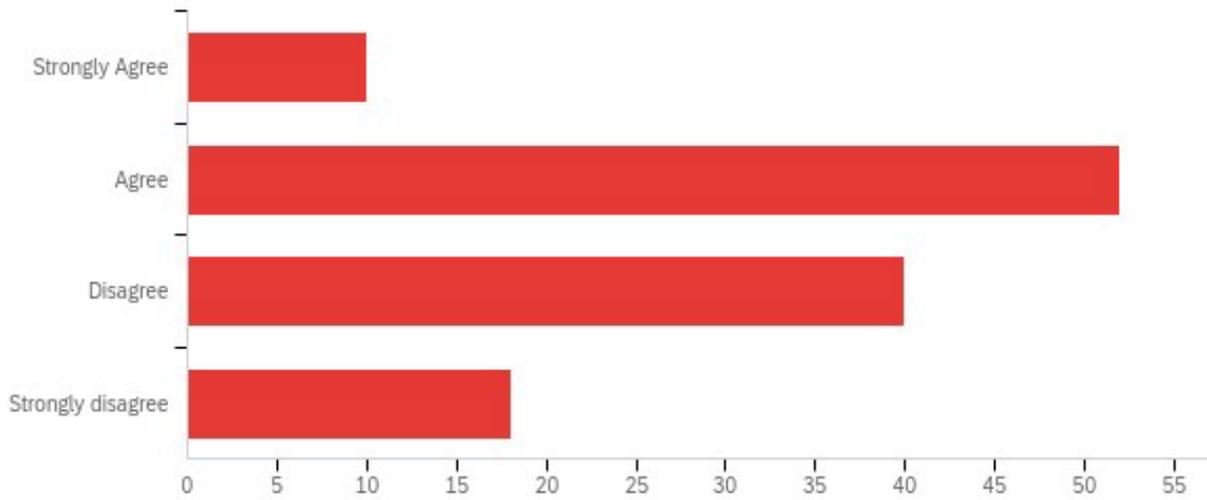
Q6 - I feel secure with my employment at Radford University.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I feel secure with my employment at Radford University.	1.00	4.00	2.10	0.80	0.63	121

#	Answer	%	Count
1	Strongly Agree	22.31%	27
2	Agree	50.41%	61
3	Disagree	22.31%	27
4	Strongly disagree	4.96%	6
	Total	100%	121

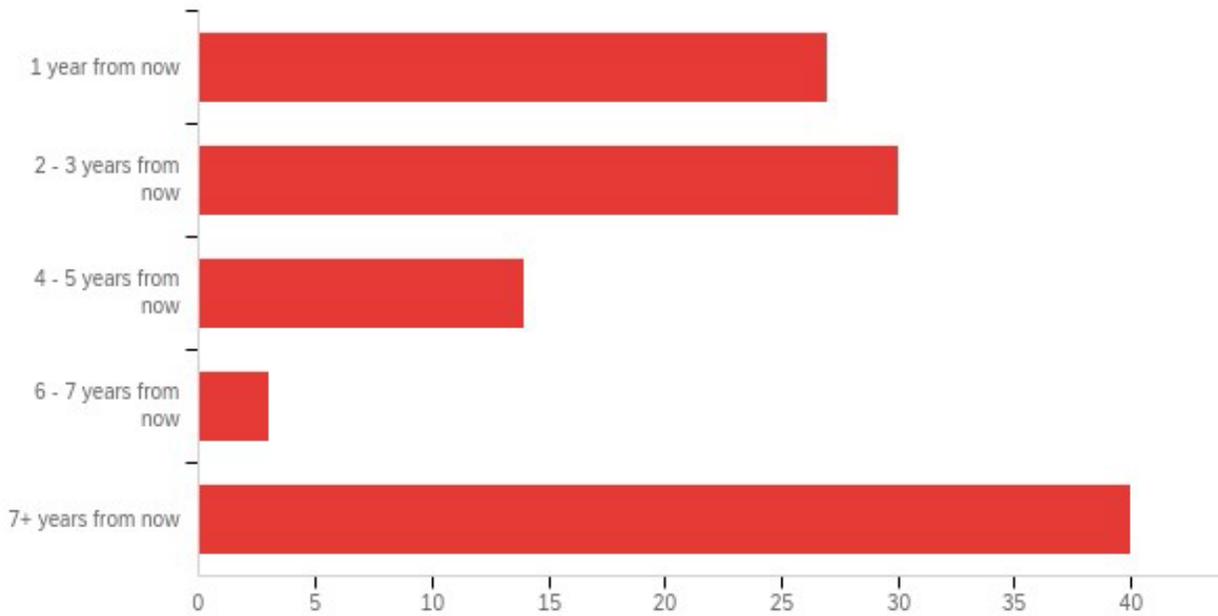
Q7 - My salary is fair and equitable.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My salary is fair and equitable.	1.00	4.00	2.55	0.85	0.71	120

#	Answer	%	Count
1	Strongly Agree	8.33%	10
2	Agree	43.33%	52
3	Disagree	33.33%	40
4	Strongly disagree	15.00%	18
	Total	100%	120

Q9 - I plan to be working at Radford University:



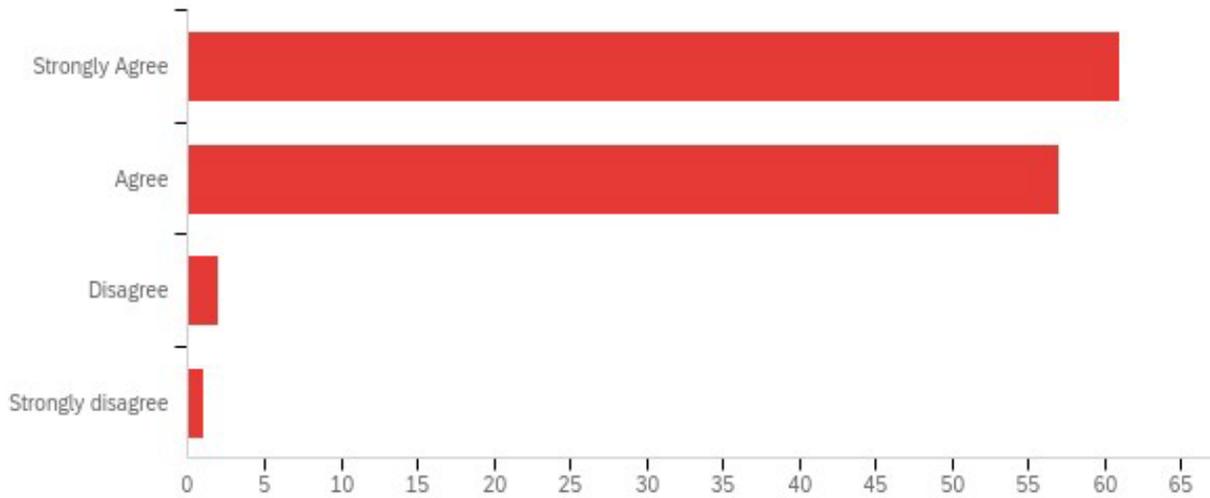
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I plan to be working at Radford University:	1.00	5.00	2.99	1.62	2.64	114

#	Answer	%	Count
1	1 year from now	23.68%	27
2	2 - 3 years from now	26.32%	30
3	4 - 5 years from now	12.28%	14
4	6 - 7 years from now	2.63%	3
5	7+ years from now	35.09%	40
	Total	100%	114

Q10 - Other comments about Job Security and Satisfaction.

Information collected in response to this question was included in the comment summary at the beginning of this report.

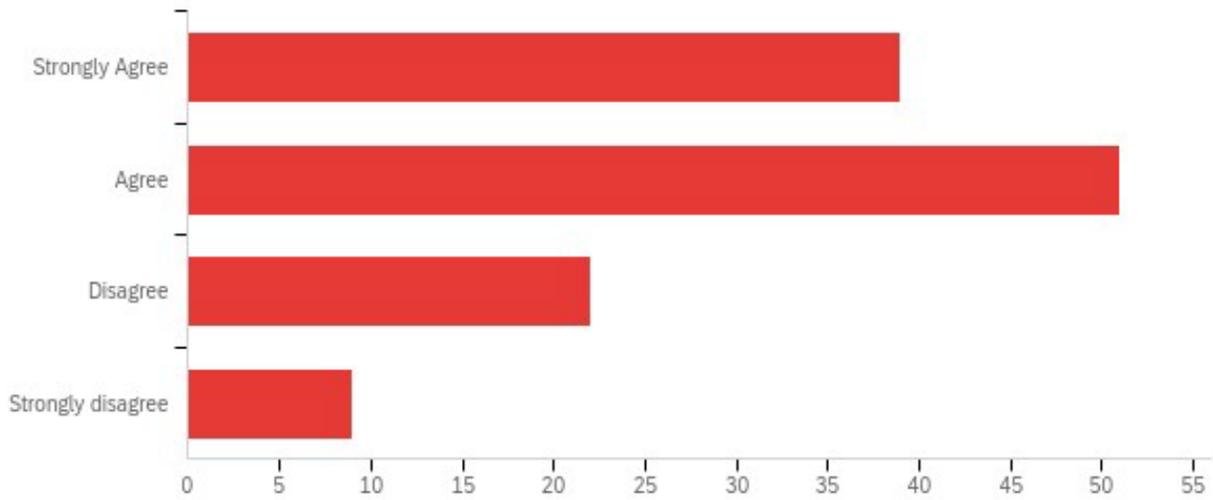
Q11 - Overall, my university benefits (health insurance, leave, etc.) meet my needs.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Overall, my university benefits (health insurance, leave, etc.) meet my needs.	1.00	4.00	1.53	0.58	0.33	121

#	Answer	%	Count
1	Strongly Agree	50.41%	61
2	Agree	47.11%	57
3	Disagree	1.65%	2
4	Strongly disagree	0.83%	1
	Total	100%	121

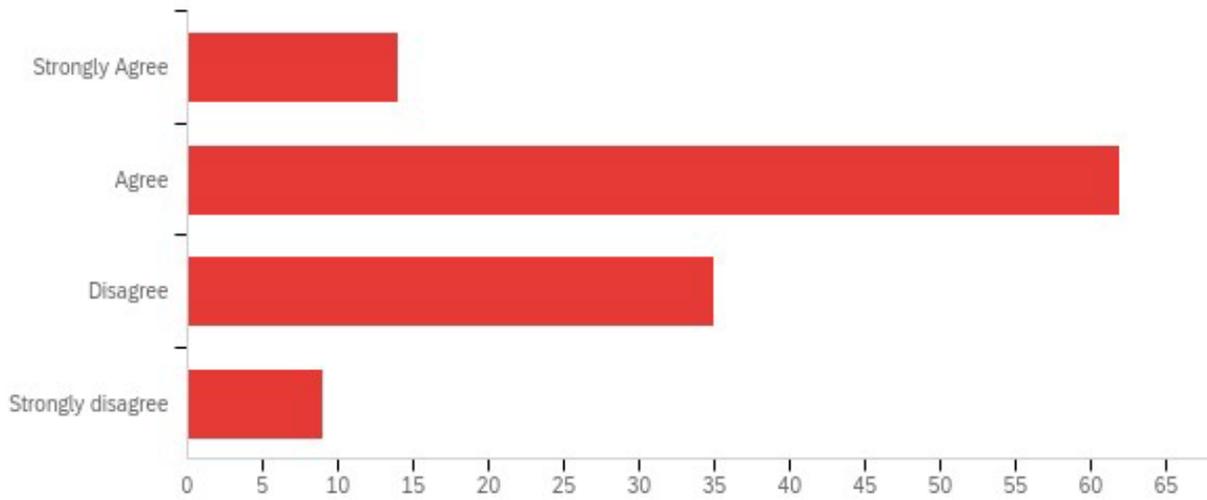
Q12 - I am comfortable taking time away from work to meet outside needs and responsibilities.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am comfortable taking time away from work to meet outside needs and responsibilities.	1.00	4.00	2.01	0.90	0.80	121

#	Answer	%	Count
1	Strongly Agree	32.23%	39
2	Agree	42.15%	51
3	Disagree	18.18%	22
4	Strongly disagree	7.44%	9
	Total	100%	121

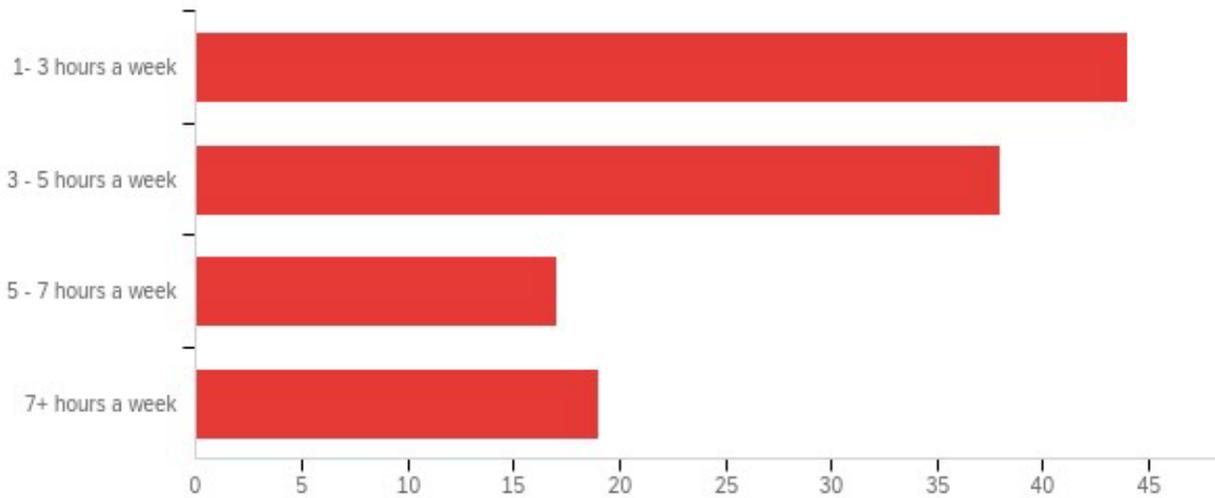
Q13 - My work contributes positively to my overall mental and physical well-being.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My work contributes positively to my overall mental and physical well-being.	1.00	4.00	2.33	0.78	0.60	120

#	Answer	%	Count
1	Strongly Agree	11.67%	14
2	Agree	51.67%	62
3	Disagree	29.17%	35
4	Strongly disagree	7.50%	9
	Total	100%	120

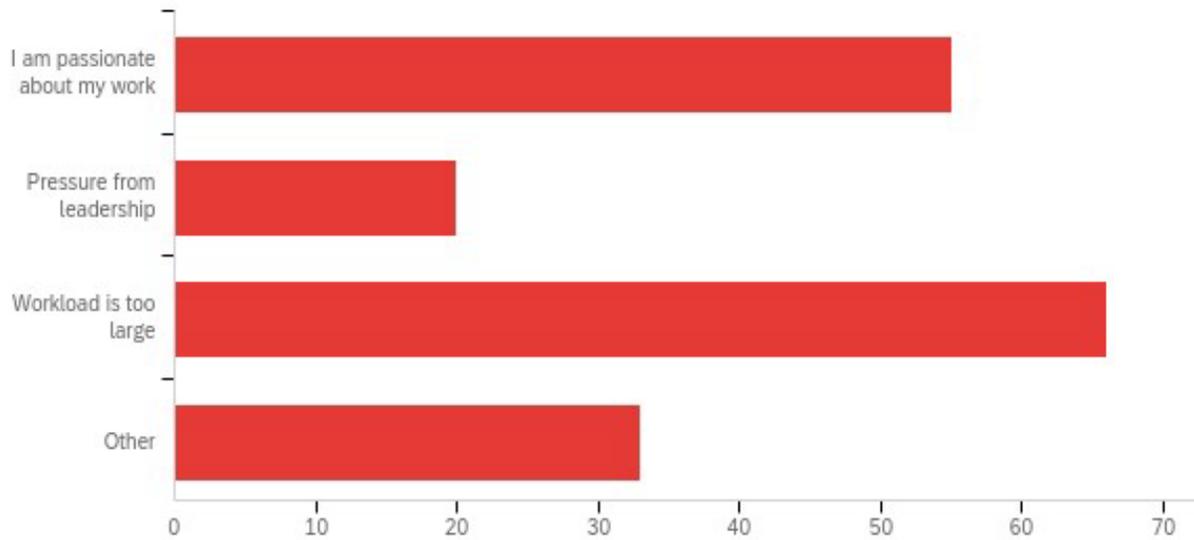
Q14 - On average, how much time do you spend on work tasks outside of your typical work schedule?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	On average, how much time do you spend on work tasks outside of your typical work schedule?	1.00	4.00	2.09	1.07	1.15	118

#	Answer	%	Count
1	1- 3 hours a week	37.29%	44
2	3 - 5 hours a week	32.20%	38
3	5 - 7 hours a week	14.41%	17
4	7+ hours a week	16.10%	19
	Total	100%	118

**Q15 - When you spend time on work tasks outside of work, what is the primary reason?
Choose all that apply:**

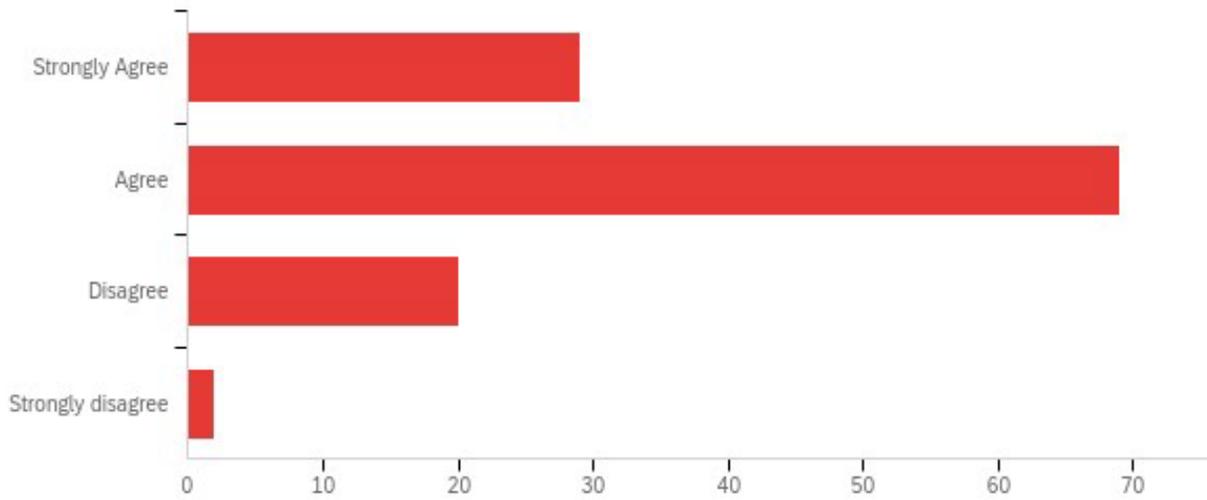


#	Answer	%	Count
1	I am passionate about my work	31.61%	55
2	Pressure from leadership	11.49%	20
3	Workload is too large	37.93%	66
4	Other	18.97%	33
	Total	100%	174

Q16 - Other comments about Work-Life balance.

Information collected in response to this question was included in the comment summary at the beginning of this report.

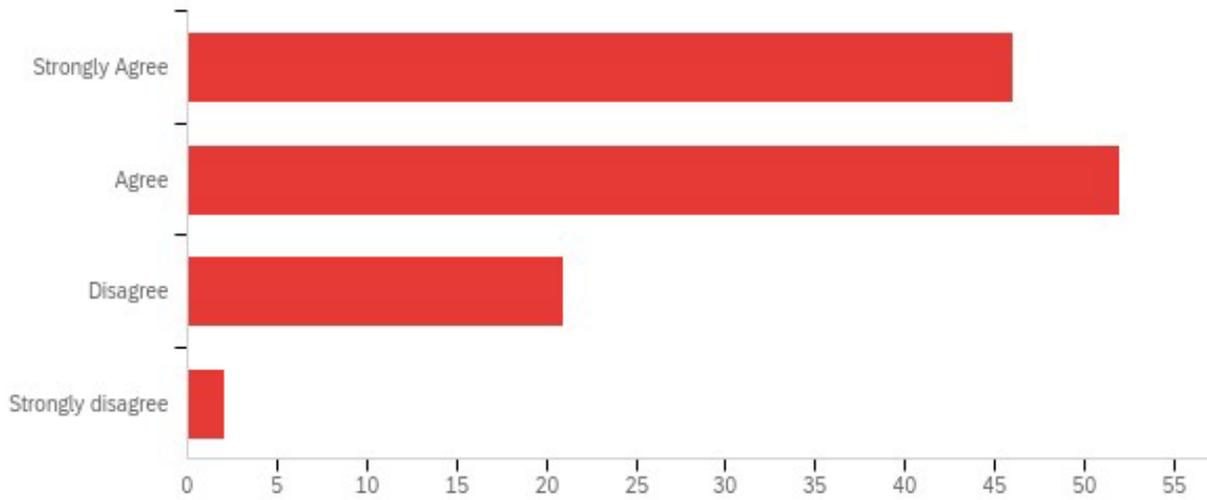
Q17 - I am given the opportunity to develop skills related to my career.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am given the opportunity to develop skills related to my career.	1.00	4.00	1.96	0.69	0.47	120

#	Answer	%	Count
1	Strongly Agree	24.17%	29
2	Agree	57.50%	69
3	Disagree	16.67%	20
4	Strongly disagree	1.67%	2
	Total	100%	120

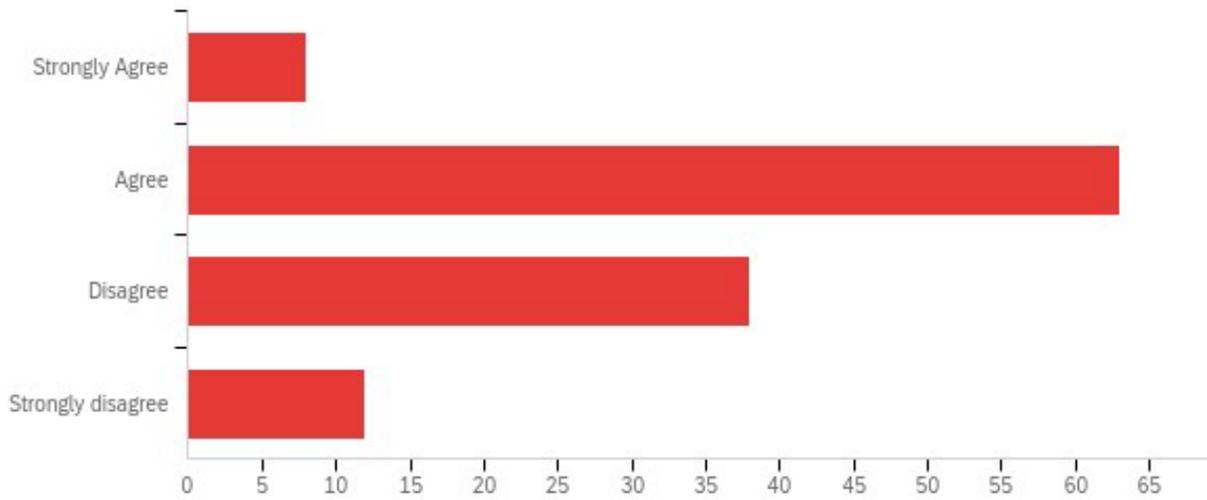
Q18 - I am connected to best practices and industry trends related to my profession.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am connected to best practices and industry trends related to my profession.	1.00	4.00	1.83	0.77	0.59	121

#	Answer	%	Count
1	Strongly Agree	38.02%	46
2	Agree	42.98%	52
3	Disagree	17.36%	21
4	Strongly disagree	1.65%	2
	Total	100%	121

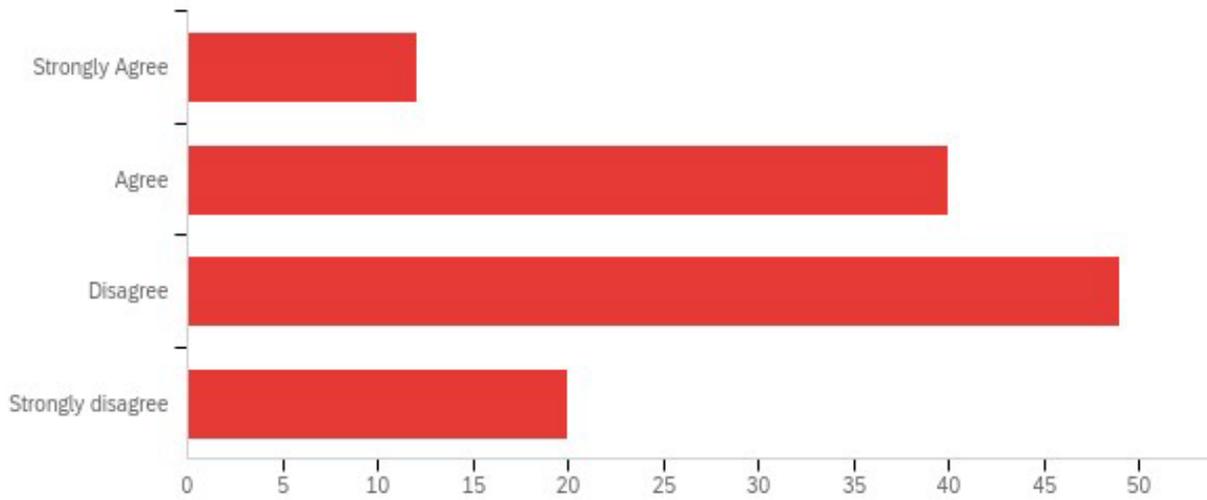
Q19 - My department has adequate funding for my professional development.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My department has adequate funding for my professional development.	1.00	4.00	2.45	0.76	0.58	121

#	Answer	%	Count
1	Strongly Agree	6.61%	8
2	Agree	52.07%	63
3	Disagree	31.40%	38
4	Strongly disagree	9.92%	12
	Total	100%	121

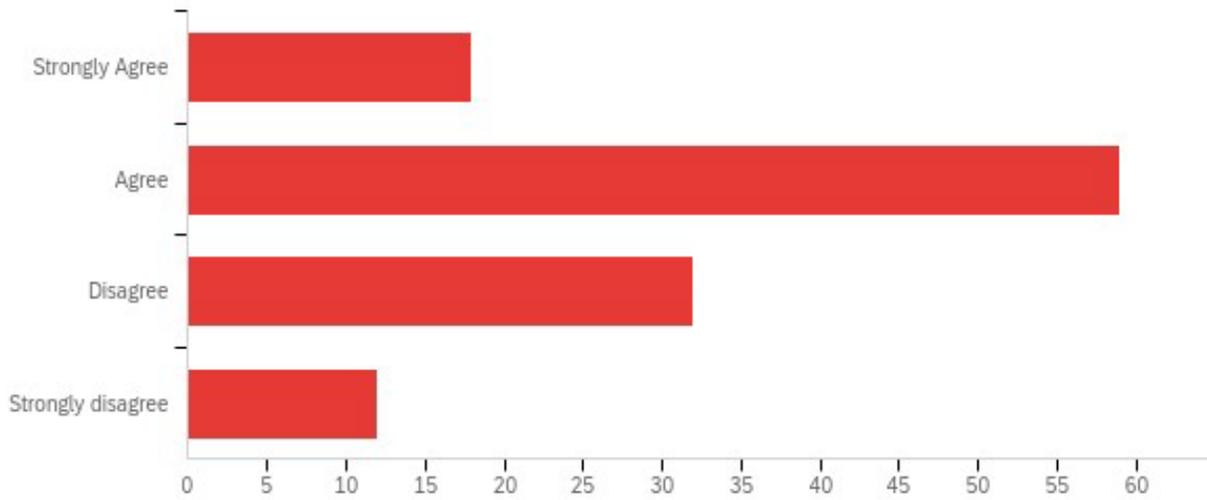
Q20 - I can advance in my career while remaining at Radford University.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I can advance in my career while remaining at Radford University.	1.00	4.00	2.64	0.87	0.76	121

#	Answer	%	Count
1	Strongly Agree	9.92%	12
2	Agree	33.06%	40
3	Disagree	40.50%	49
4	Strongly disagree	16.53%	20
	Total	100%	121

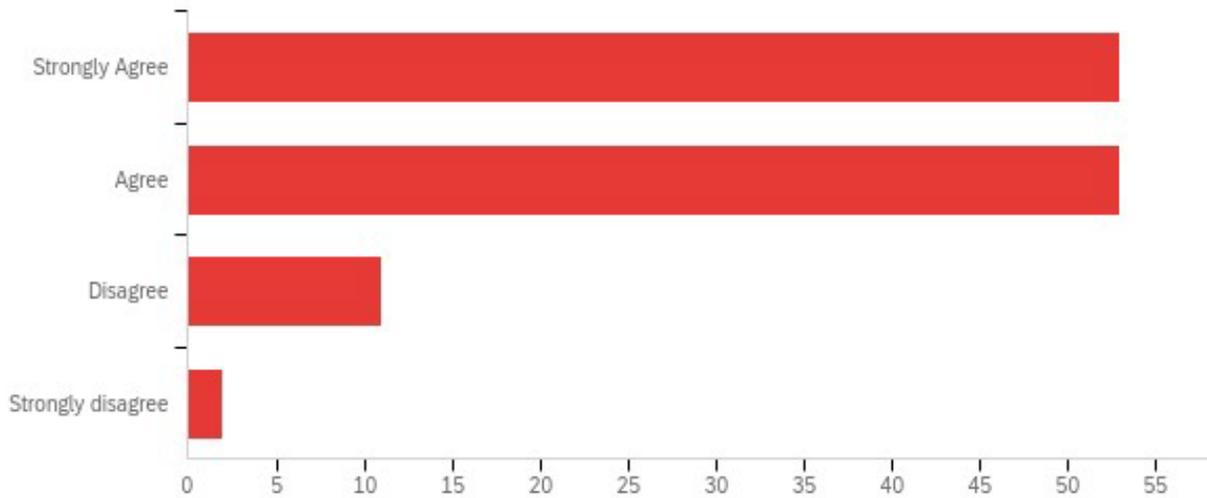
Q21 - My department has adequate resources for me to be effective in my job.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My department has adequate resources for me to be effective in my job.	1.00	4.00	2.31	0.84	0.71	121

#	Answer	%	Count
1	Strongly Agree	14.88%	18
2	Agree	48.76%	59
3	Disagree	26.45%	32
4	Strongly disagree	9.92%	12
	Total	100%	121

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



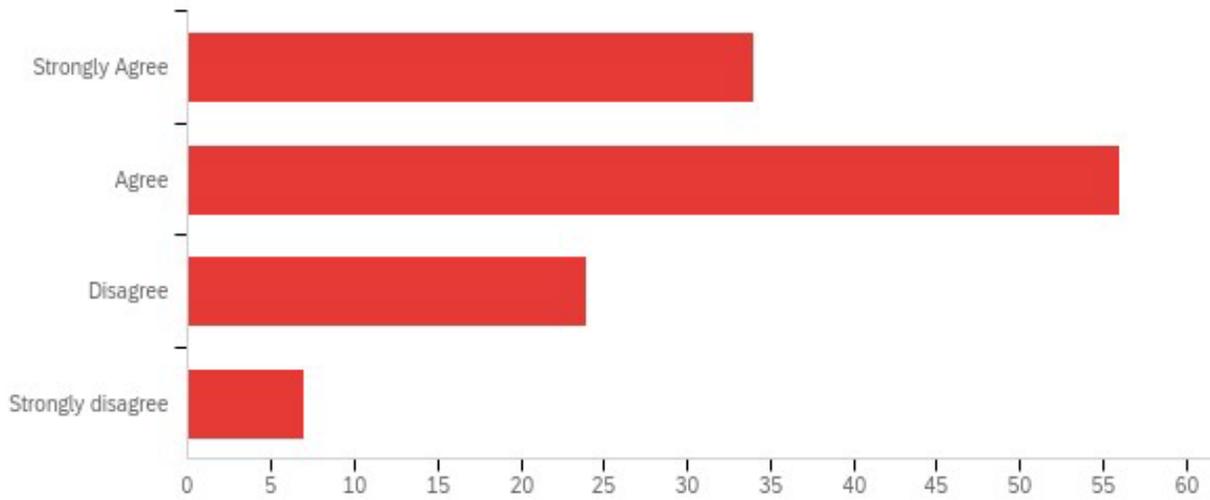
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My supervisor supports and gives me the time for training and professional development.	1.00	4.00	1.68	0.71	0.50	119

#	Answer	%	Count
1	Strongly Agree	44.54%	53
2	Agree	44.54%	53
3	Disagree	9.24%	11
4	Strongly disagree	1.68%	2
	Total	100%	119

Q23 - Other comments about Professional Development.

Information collected in response to this question was included in the comment summary at the beginning of this report.

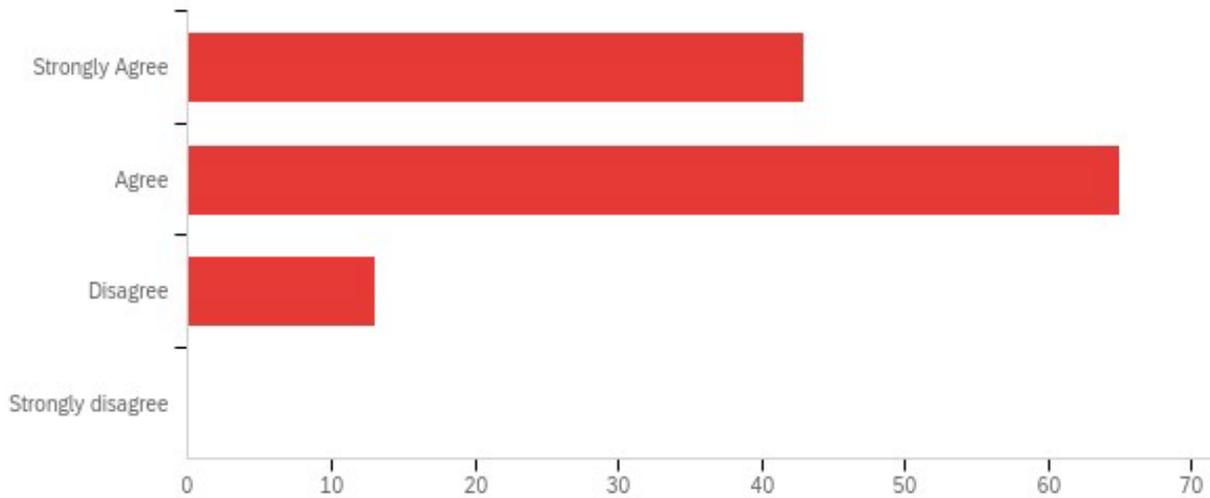
Q24 - My knowledge and expertise are valued and respected.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My knowledge and expertise are valued and respected.	1.00	4.00	2.03	0.84	0.71	121

#	Answer	%	Count
1	Strongly Agree	28.10%	34
2	Agree	46.28%	56
3	Disagree	19.83%	24
4	Strongly disagree	5.79%	7
	Total	100%	121

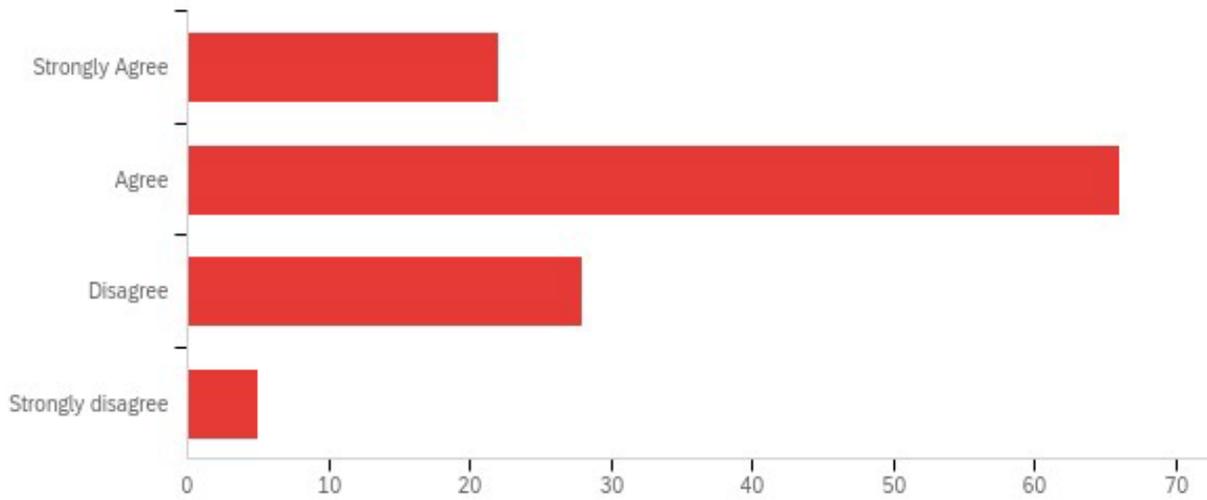
Q25 - As an individual I am respected in the workplace.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	As an individual I am respected in the workplace.	1.00	3.00	1.75	0.63	0.40	121

#	Answer	%	Count
1	Strongly Agree	35.54%	43
2	Agree	53.72%	65
3	Disagree	10.74%	13
4	Strongly disagree	0.00%	0
	Total	100%	121

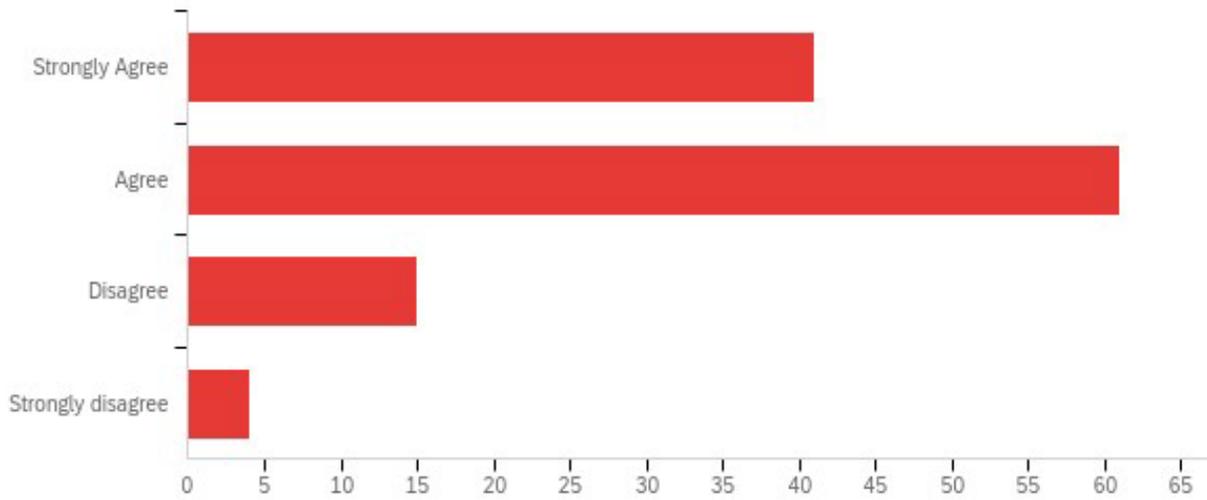
Q26 - Radford University makes a concerted effort to create a welcoming and fair environment for all its employees.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Radford University makes a concerted effort to create a welcoming and fair environment for all its employees.	1.00	4.00	2.13	0.75	0.56	121

#	Answer	%	Count
1	Strongly Agree	18.18%	22
2	Agree	54.55%	66
3	Disagree	23.14%	28
4	Strongly disagree	4.13%	5
	Total	100%	121

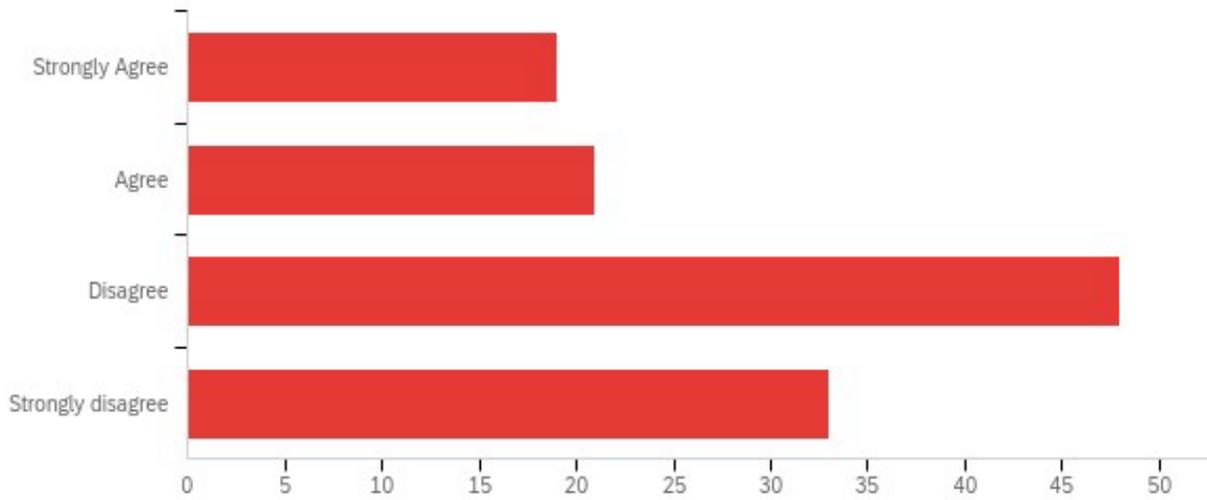
Q27 - I have the autonomy to complete my job responsibilities effectively.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I have the autonomy to complete my job responsibilities effectively.	1.00	4.00	1.85	0.76	0.57	121

#	Answer	%	Count
1	Strongly Agree	33.88%	41
2	Agree	50.41%	61
3	Disagree	12.40%	15
4	Strongly disagree	3.31%	4
	Total	100%	121

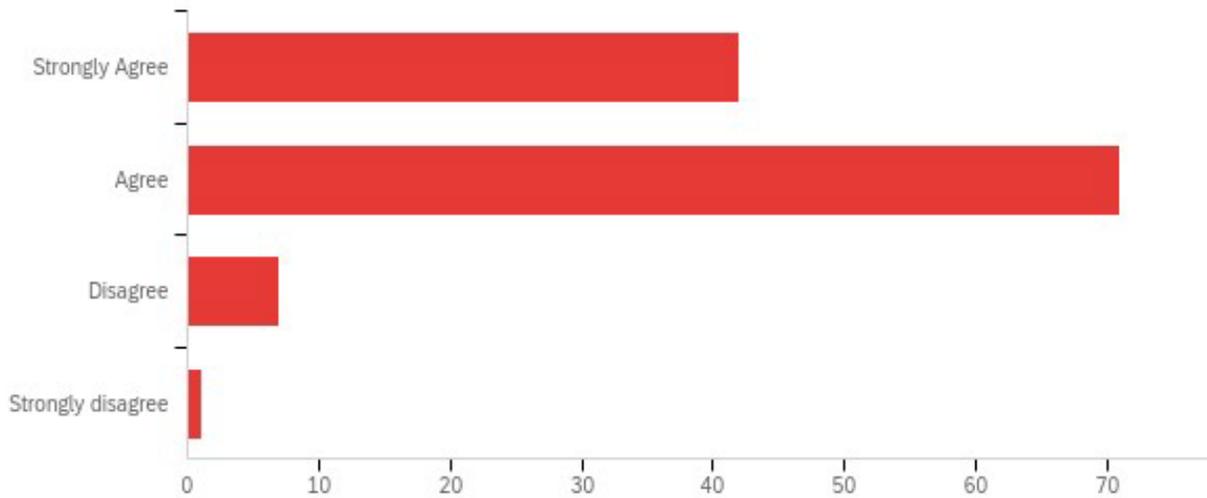
Q28 - I have considered leaving Radford University because I have felt isolated or unwelcomed.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I have considered leaving Radford University because I have felt isolated or unwelcomed.	1.00	4.00	2.79	1.01	1.03	121

#	Answer	%	Count
1	Strongly Agree	15.70%	19
2	Agree	17.36%	21
3	Disagree	39.67%	48
4	Strongly disagree	27.27%	33
	Total	100%	121

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



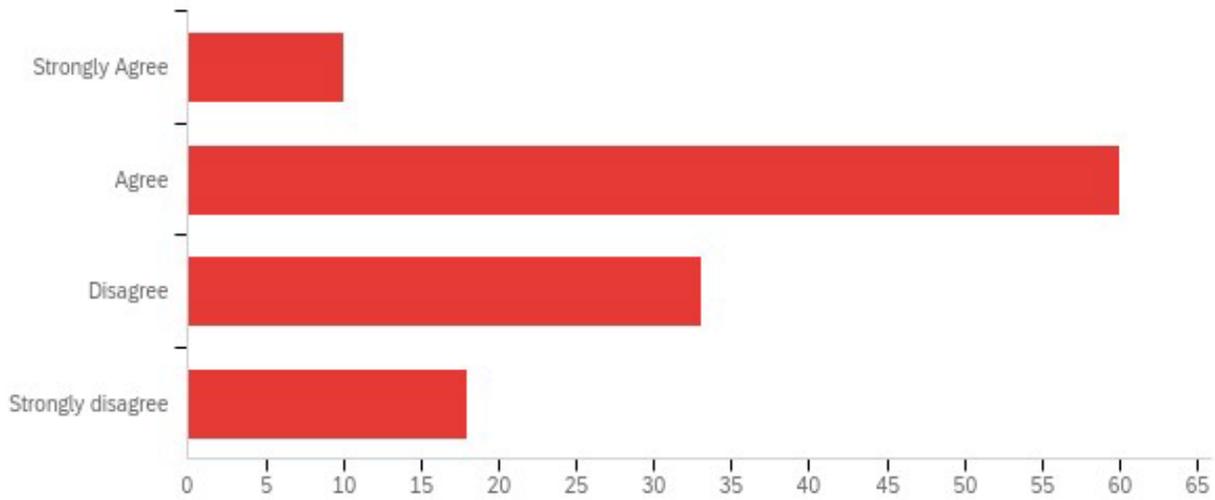
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The people I work with treat each other with respect.	1.00	4.00	1.73	0.60	0.36	121

#	Answer	%	Count
1	Strongly Agree	34.71%	42
2	Agree	58.68%	71
3	Disagree	5.79%	7
4	Strongly disagree	0.83%	1
	Total	100%	121

Q30 - Other comments about Respect and Appreciation.

Information collected in response to this question was included in the comment summary at the beginning of this report.

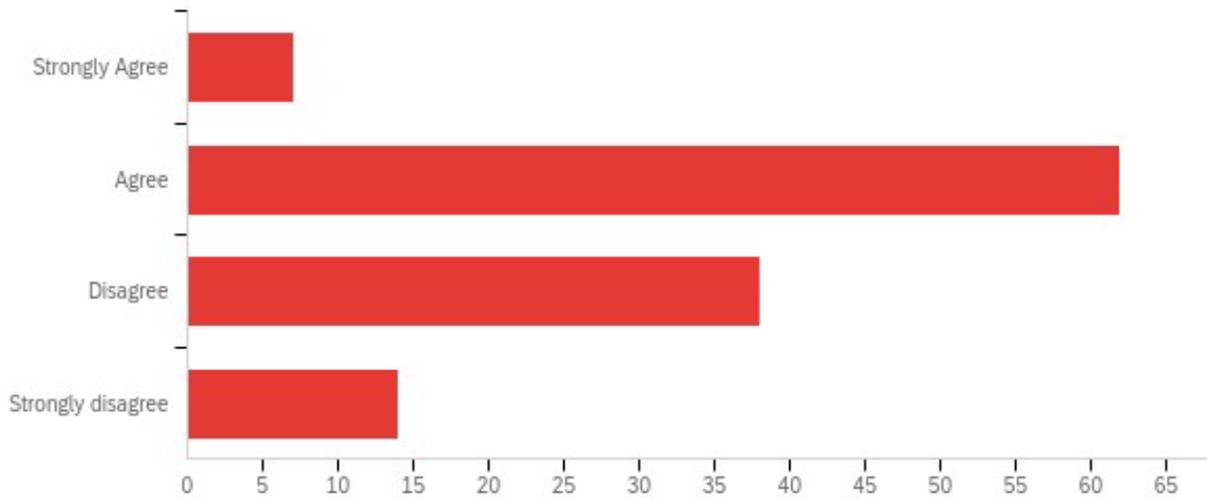
Q31 - University administration communicates openly about important matters.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	University administration communicates openly about important matters.	1.00	4.00	2.49	0.84	0.71	121

#	Answer	%	Count
1	Strongly Agree	8.26%	10
2	Agree	49.59%	60
3	Disagree	27.27%	33
4	Strongly disagree	14.88%	18
	Total	100%	121

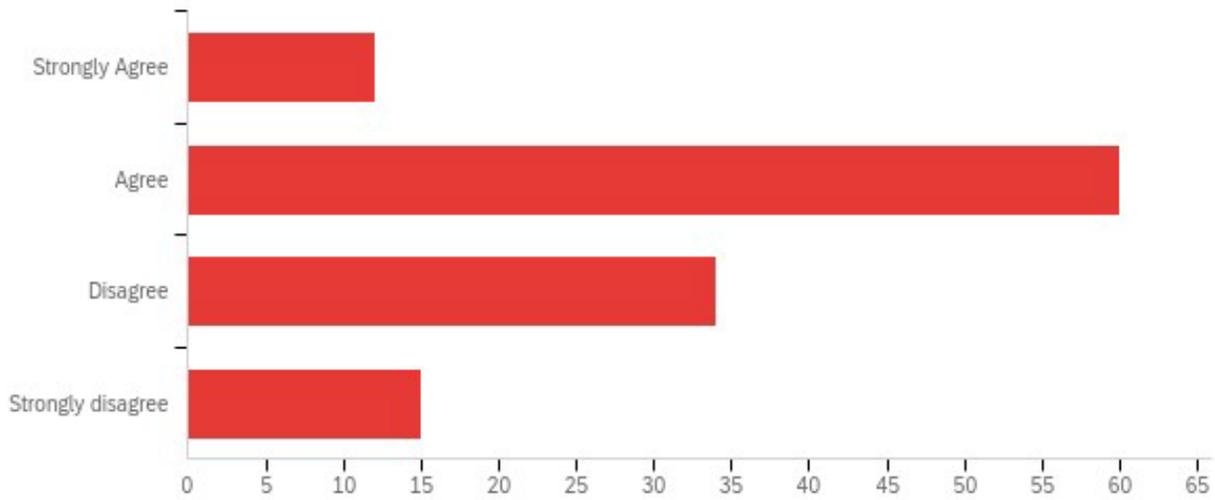
Q32 - Institutional information is communicated in a timely manner.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Institutional information is communicated in a timely manner.	1.00	4.00	2.49	0.77	0.60	121

#	Answer	%	Count
1	Strongly Agree	5.79%	7
2	Agree	51.24%	62
3	Disagree	31.40%	38
4	Strongly disagree	11.57%	14
	Total	100%	121

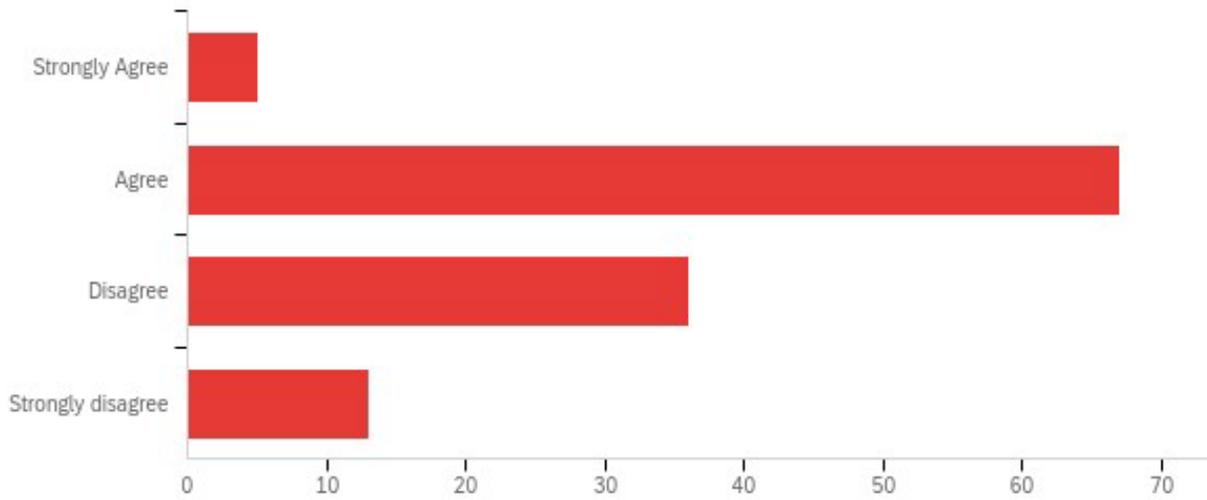
Q33 - I am included on announcements of institutional information that is relevant to me and my job.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am included on announcements of institutional information that is relevant to me and my job.	1.00	4.00	2.43	0.83	0.69	121

#	Answer	%	Count
1	Strongly Agree	9.92%	12
2	Agree	49.59%	60
3	Disagree	28.10%	34
4	Strongly disagree	12.40%	15
	Total	100%	121

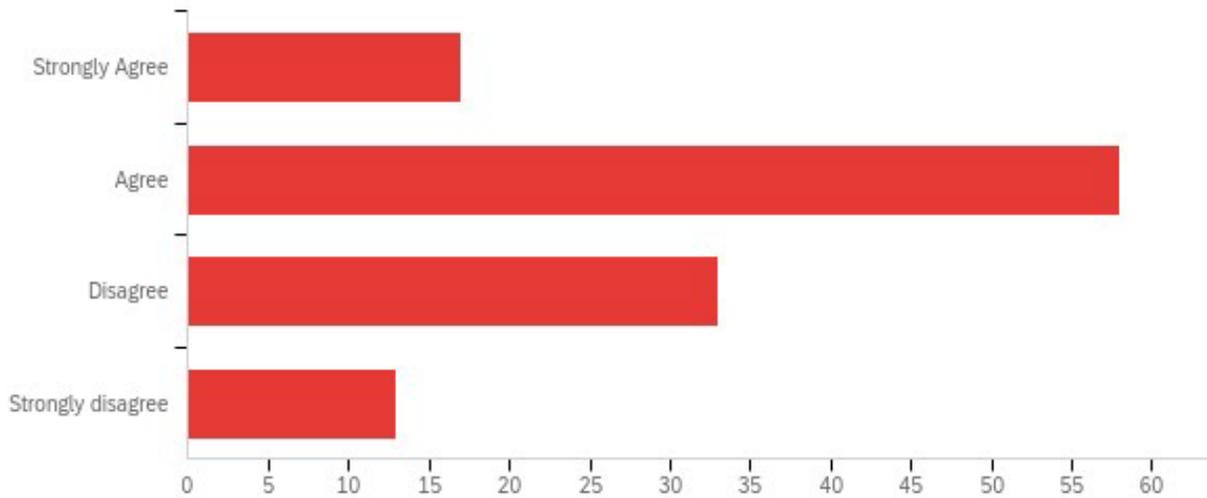
Q34 - Institutional information adequately addresses the concerns of my campus.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Institutional information adequately addresses the concerns of my campus.	1.00	4.00	2.47	0.74	0.55	121

#	Answer	%	Count
1	Strongly Agree	4.13%	5
2	Agree	55.37%	67
3	Disagree	29.75%	36
4	Strongly disagree	10.74%	13
	Total	100%	121

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



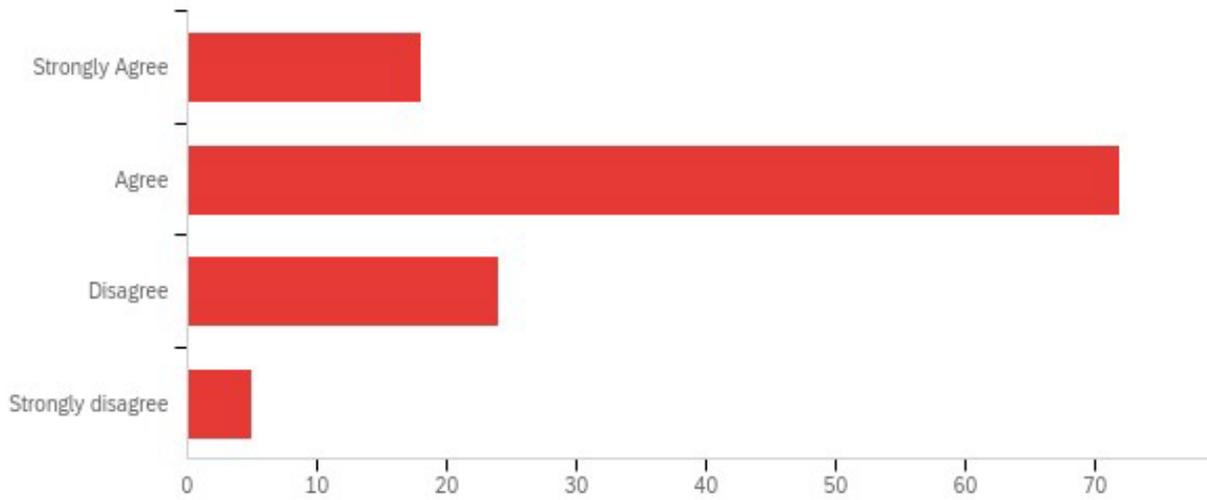
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The workplace culture encourages the open exchange of ideas and collaboration.	1.00	4.00	2.35	0.85	0.72	121

#	Answer	%	Count
1	Strongly Agree	14.05%	17
2	Agree	47.93%	58
3	Disagree	27.27%	33
4	Strongly disagree	10.74%	13
	Total	100%	121

Q36 - Other comments about Communication.

Information collected in response to this question was included in the comment summary at the beginning of this report.

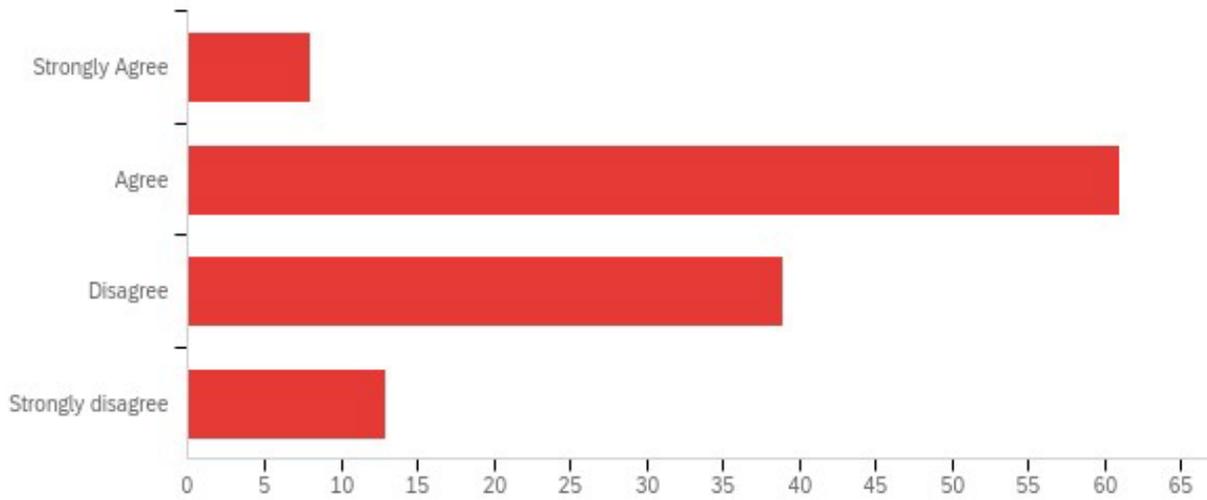
Q37 - University leaders have the necessary knowledge, skills, and experience for institutional success.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	University leaders have the necessary knowledge, skills, and experience for institutional success.	1.00	4.00	2.13	0.71	0.50	119

#	Answer	%	Count
1	Strongly Agree	15.13%	18
2	Agree	60.50%	72
3	Disagree	20.17%	24
4	Strongly disagree	4.20%	5
	Total	100%	119

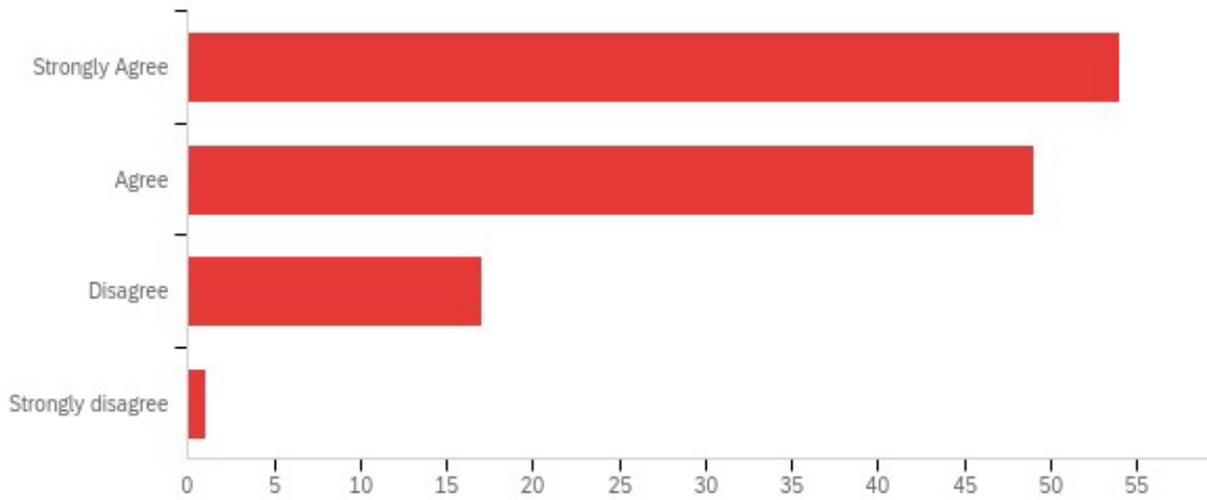
Q38 - Administrative and Professional Faculty are meaningfully involved in institutional planning.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Administrative and Professional Faculty are meaningfully involved in institutional planning.	1.00	4.00	2.47	0.77	0.60	121

#	Answer	%	Count
1	Strongly Agree	6.61%	8
2	Agree	50.41%	61
3	Disagree	32.23%	39
4	Strongly disagree	10.74%	13
	Total	100%	121

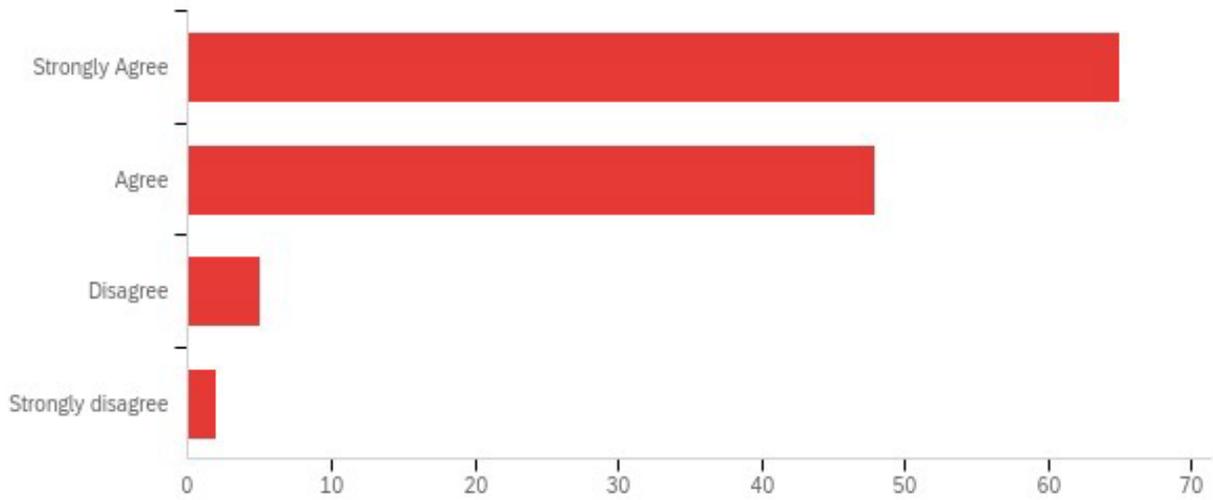
Q39 - My supervisor makes expectations clear.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My supervisor makes expectations clear.	1.00	4.00	1.71	0.73	0.54	121

#	Answer	%	Count
1	Strongly Agree	44.63%	54
2	Agree	40.50%	49
3	Disagree	14.05%	17
4	Strongly disagree	0.83%	1
	Total	100%	121

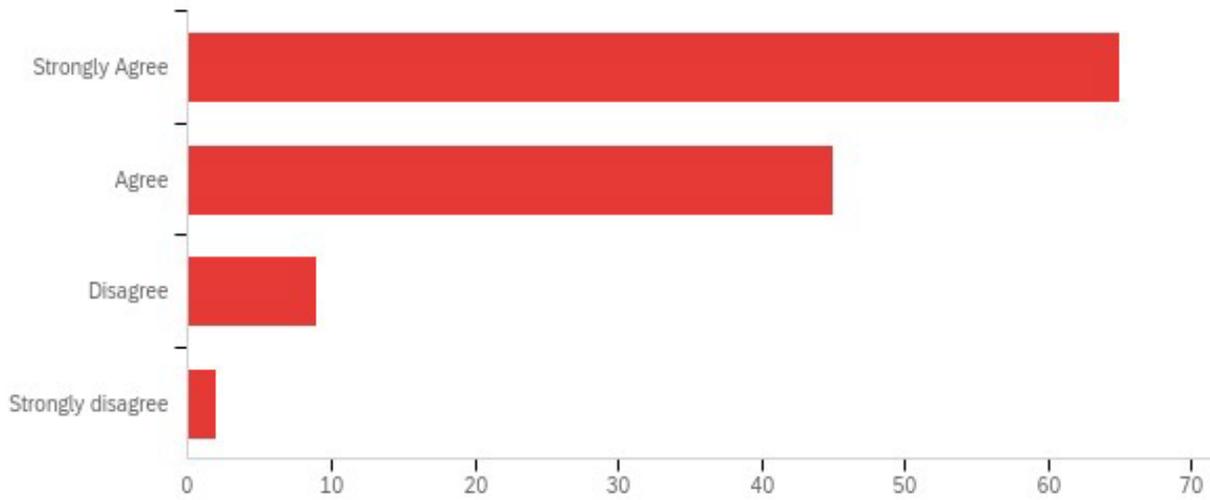
Q40 - My supervisor treats me fairly.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My supervisor treats me fairly.	1.00	4.00	1.53	0.66	0.43	120

#	Answer	%	Count
1	Strongly Agree	54.17%	65
2	Agree	40.00%	48
3	Disagree	4.17%	5
4	Strongly disagree	1.67%	2
	Total	100%	120

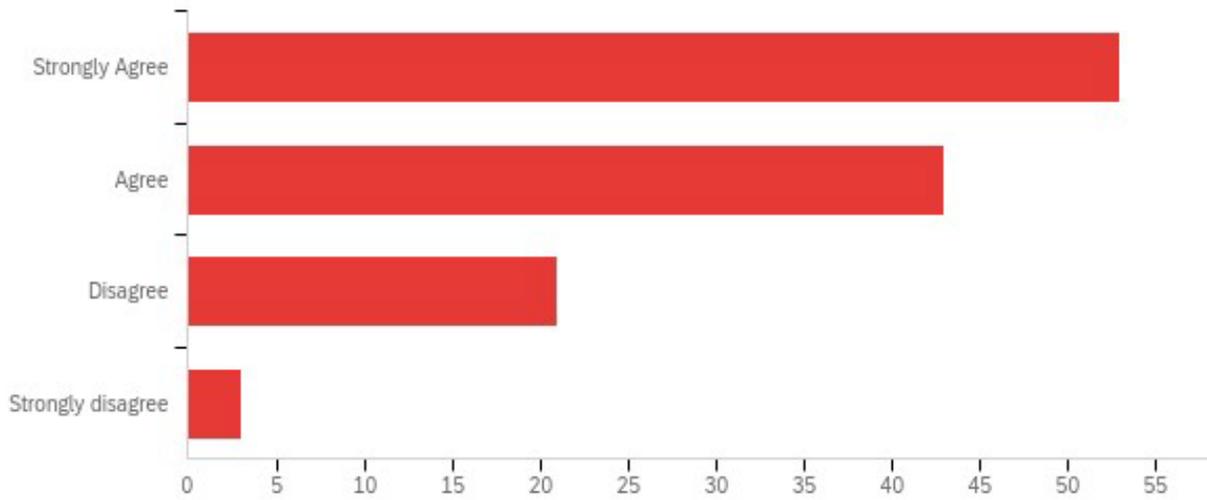
Q41 - My supervisor values my opinions.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My supervisor values my opinions.	1.00	4.00	1.57	0.70	0.49	121

#	Answer	%	Count
1	Strongly Agree	53.72%	65
2	Agree	37.19%	45
3	Disagree	7.44%	9
4	Strongly disagree	1.65%	2
	Total	100%	121

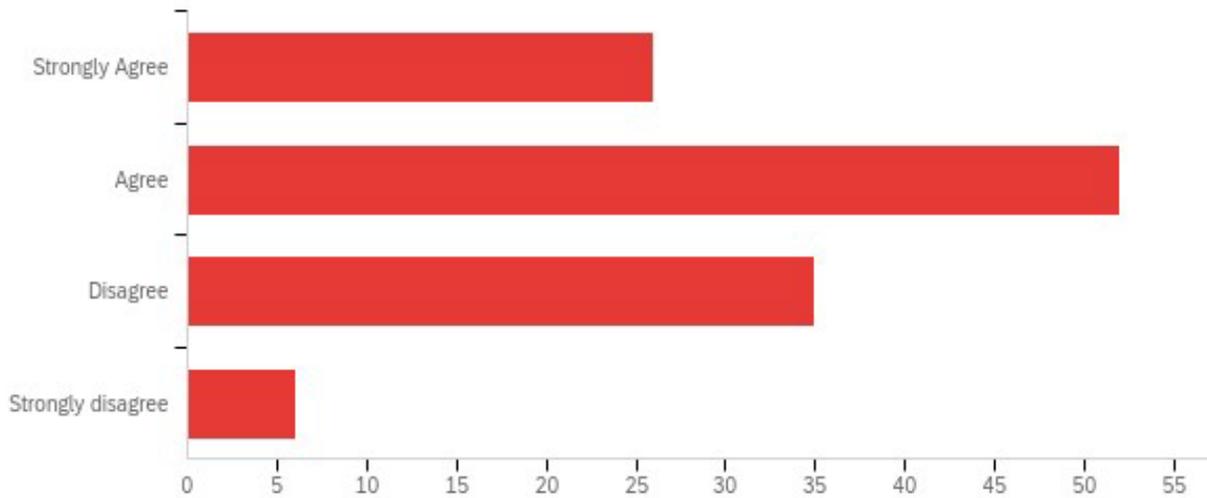
Q42 - I receive helpful feedback from my supervisor.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I receive helpful feedback from my supervisor.	1.00	4.00	1.78	0.82	0.67	120

#	Answer	%	Count
1	Strongly Agree	44.17%	53
2	Agree	35.83%	43
3	Disagree	17.50%	21
4	Strongly disagree	2.50%	3
	Total	100%	120

Q43 - I regularly receive recognition for my contributions.



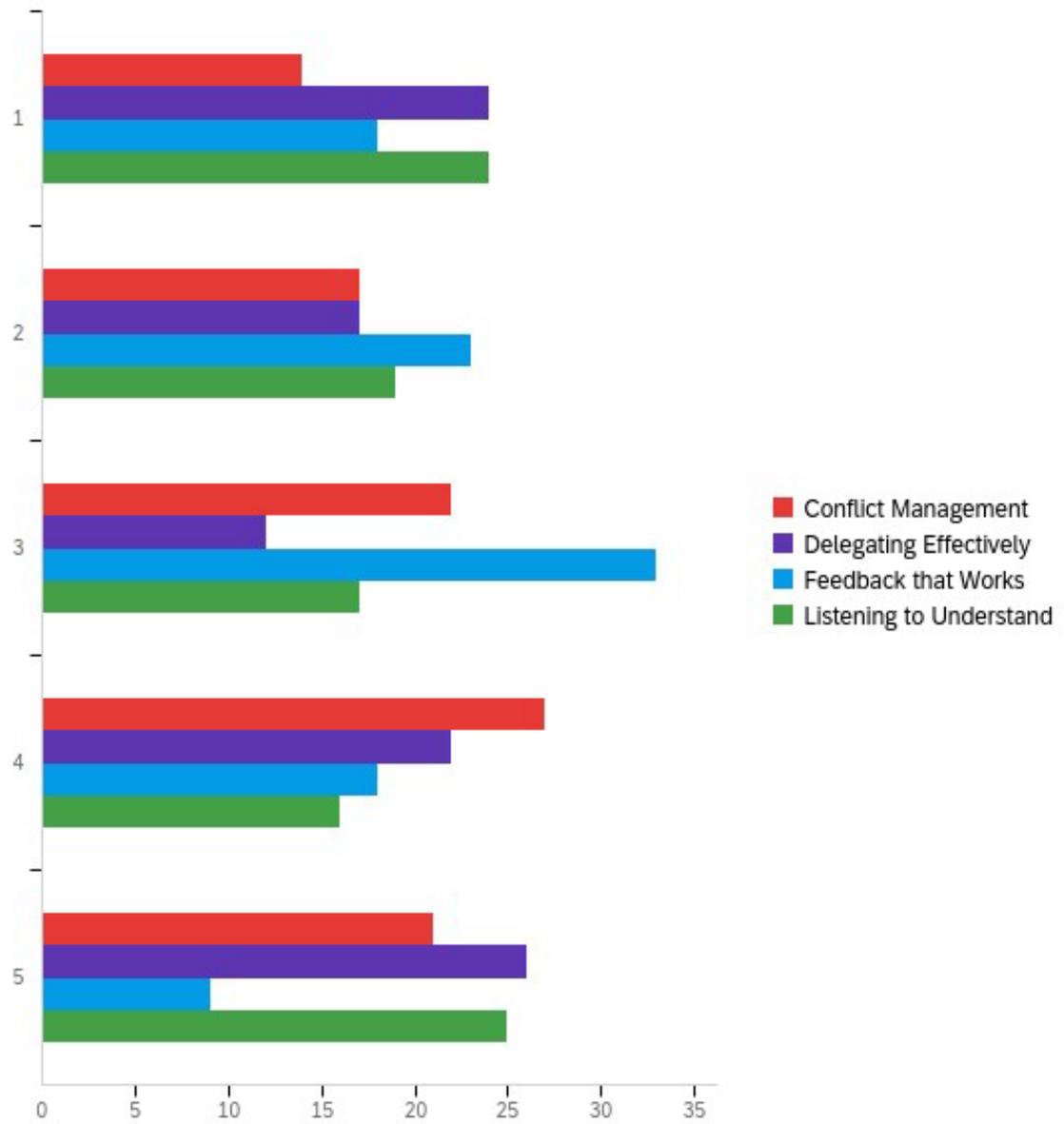
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I regularly receive recognition for my contributions.	1.00	4.00	2.18	0.83	0.68	119

#	Answer	%	Count
1	Strongly Agree	21.85%	26
2	Agree	43.70%	52
3	Disagree	29.41%	35
4	Strongly disagree	5.04%	6
	Total	100%	119

Q44 - Other comments about Leadership

Information collected in response to this question was included in the comment summary at the beginning of this report.

Q46 - Human Resources would like to know your preference in the following training areas. Please rank the following training topics in order of importance, 1 being the most important for your continuous professional development.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Conflict Management	1.00	5.00	3.24	1.33	1.77	101
2	Delegating Effectively	1.00	5.00	3.09	1.54	2.36	101
3	Feedback that Works	1.00	5.00	2.77	1.19	1.42	101
4	Listening to Understand	1.00	5.00	2.99	1.51	2.29	101

#	Question	1		2		3		4		5		Total
1	Conflict Management	13.86%	14	16.83%	17	21.78%	22	26.73%	27	20.79%	21	101
2	Delegating Effectively	23.76%	24	16.83%	17	11.88%	12	21.78%	22	25.74%	26	101
3	Feedback that Works	17.82%	18	22.77%	23	32.67%	33	17.82%	18	8.91%	9	101
4	Listening to Understand	23.76%	24	18.81%	19	16.83%	17	15.84%	16	24.75%	25	101

Q45 - Do you have other comments about Workplace Morale?

Information collected in response to this question was included in the comment summary at the beginning of this report.