



ModernThink

Overview of Reports

Results Suite

Appalachian State University
UNC System Employee Engagement Survey
Spring 2020

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Appalachian State University Survey Reports

Your Results Suite includes the following:

- 1) Three Sets of Survey Data Spreadsheets
 - General Demographics
 - Job Role
 - Organizational Level
- 2) Profile of Survey Respondents
- 3) Response Distribution Report sorted by Pre-loaded Employee Group
- 4) Benefit Satisfaction Report sorted by Pre-loaded UNC Job Category
- 5) Overall Benchmark ScoreCard (*will be delivered later this summer when Peer Benchmarks are confirmed*)
- 6) Multi-Select Report
- 7) Topline Survey Results (*will be delivered later this summer*)
- 8) Employee Comments Report sorted by Pre-loaded UNC Job Category

Survey Response Rates

The enclosed reports were generated from the data collected from Appalachian State University during the 2020 UNC System Employee Engagement Survey, conducted February 4 to February 25, 2020. To support longitudinal analysis over the course of the five-year project, the System Office will receive aggregate system-wide results for only a **core population** of faculty and staff. The core population, defined by the System Office, includes all permanent, full-time faculty and staff in the following Pre-loaded UNC Job Categories:

Core Population

- EHRA Non-faculty (NF)
 - SAAO Tier 1
 - SAAO Tier 2
 - EHRA IRPS
- SHRA
 - SHRA Exempt
 - SHRA Non-exempt
- Faculty

Core Population Response Rates

Institution	EHRA Non Faculty			SHRA			Faculty			Total Core Population		
	Total Sent	Responded	Response Rate	Total Sent	Responded	Response Rate	Total Sent	Responded	Response Rate	Total Sent	Responded	Response Rate
ASU	567	347	61%	1316	744	57%	1053	438	42%	2936	1529	52%
ECU	864	513	59%	2159	1126	52%	1735	867	50%	4758	2506	53%
ECSU	94	55	59%	165	77	47%	95	47	49%	354	179	51%
FSU	165	96	58%	346	181	52%	272	142	52%	783	419	54%
NCAT	358	277	77%	849	608	72%	473	305	64%	1680	1190	71%
NCCU	290	101	35%	539	208	39%	400	122	31%	1229	431	35%
NCSSM	56	40	71%	79	48	61%	96	60	63%	231	148	64%
NCSU	2660	1632	61%	3998	2335	58%	2089	1025	49%	8747	4992	57%
UNC CH	2485	1019	41%	6772	2766	41%	4050	1240	31%	13307	5025	38%
UNC SO	163	115	71%	280	167	60%	N/A	N/A	N/A	443	282	64%
UNCA	153	103	67%	310	201	65%	226	160	71%	689	464	67%
UNCC	743	561	76%	1752	1119	64%	1176	606	52%	3671	2286	62%
UNCG	731	429	59%	1100	642	58%	896	360	40%	2727	1431	52%
UNCP	185	140	76%	409	272	67%	320	218	68%	914	630	69%
UNCSA	88	65	74%	246	160	65%	154	101	66%	488	326	67%
UNCW	366	250	68%	1033	668	65%	710	321	45%	2109	1239	59%
WCU	305	233	76%	694	430	62%	568	312	55%	1567	975	62%
WSSU	158	98	62%	383	211	55%	276	141	51%	817	450	55%
System Aggregate	10431	6074	58%	22,430	11963	53%	14589	6465	44%	47450	24502	52%

Campuses also had the option of surveying beyond the core population to include part-time staff, adjunct faculty, etc. All employee populations, including those beyond the core population, when applicable, are included in these Results Suites. Paper survey respondents are included in BOTH the core population system aggregate data set, as well as these campus-specific Results Suites.

Appalachian State University Response Rates

Pre-loaded UNC Job Category	Total	Responded	Response Rate
ALL Employees	2936	1529	52%
SHRA EXEMPT	238	179	75%
SAAO TIER 2	109	76	70%
SAAO TIER 1	15	10	67%
EHRA IRPS	443	261	59%
SHRA NON-EXEMPT	1078	565	52%
FACULTY	1053	438	42%

Survey Definitions

Throughout the survey, several different terms are consistently referenced. Below are the definitions that appeared on Appalachian State University’s survey to clarify these terms:

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.

2020 Benchmarks

Your 2020 Results Suite of reports includes a series of higher education benchmarks selected by the System Office:

- 2019 Carnegie (specific to your institution)
- 2019 4-Year Public
- 2019 4-Year Enrollment Size (specific to your institution)
- 2019 4-Year Southeast Region (AL,AR,FL,GA,KY,LA,MS,NC,SC,TN,VA,WV)
- 2018 UNC Core Population Aggregate
- 2020 UNC Core Population Aggregate

You will also receive a custom **Peer Benchmark**, specific to your campus, later this summer.

All benchmarks are composed of 2019 data, except the 2020/2018 UNC Core Population System Aggregates. Each benchmark shows the average percent positive, percent neutral, and percent negative of those institutions

from the ModernThink database that share that defining attribute. The percent positive is reflective of the employees who responded with “Strongly Agree” or “Agree” responses, neutral is reflective of those who selected “Sometimes Agree/Sometimes Disagree” and negative includes those employees who chose “Disagree or Strongly Disagree.” For example, your 4-Year Southeast Region benchmark contains all 4-year, 2019 ModernThink clients located in the southeast.

The Enrollment Size benchmark is also stratified into Small, Medium and Large categories based on the following:

- **Small** is 500-2,999 students
- **Medium** is 3,000-9,999 students
- **Large** is 10,000 students or more

The below chart provides the median participation rate, the mean participation rate, and the median overall positive response for each cut of benchmark data delivered to UNC campuses. The mean participation rate was calculated using the number of individual respondents against the number of people surveyed, as opposed to averaging the response rates of each institution.

Benchmark	Benchmark Cuts	Number of Institutions	Median Participation Rate	Mean Participation Rate	Median Overall Positive Response
2019 Enrollment Size	4-year Small	57	58%	55%	65%
	4-year Medium	55	46%	45%	66%
	4-year Large	40	38%	43%	67%
2019 Carnegie Classification	4-year Bac Baccalaureate Colleges (Arts & Sciences focus, Diverse)	29	58%	53%	62%
	4-year Master’s Master’s Colleges and Universities (Master L, M, S)	64	48%	46%	67%
	4-year Research Research/Doctoral Universities (R1, R2, D/PU)	38	38%	44%	67%
	4-year Special Special Focus Institutions (Medical, Law, Art, etc.)	17	57%	48%	71%
2019 Control	4-year Public	67	38%	41%	65%
2019 Region	4-year Southeast (AL,AR,FL,GA,KY,LA,MS, NC,SC,TN,VA,WV)	34	49%	46%	67%

Survey Dimensions

Collaboration – The goal of this theme is to measure the perceived cooperation and collegiality within workgroups and across the institution. Four different statements comprise this theme, including Statement 58: *There's a sense that we're all on the same team at this institution* and Statement 23: *People in my department work well together.*

Communication – The purpose of this dimension is to assess the quality of internal communications specifically related to transparency, clarity and interactivity. Four specific statements summarize this theme, like Statement 8: *When I offer a new idea, I believe it will be fully considered* and Statement 21: *In my department, we communicate openly about issues that impact each other's work.*

Compensation, Benefits & Work/Life Balance – Here we capture information about the perceived fairness of compensation and the effectiveness of the benefits and work/life balance programs at the institution. Separate statements capture information about the effectiveness of the benefits offered (e.g. Statement 34: *This institution's benefits meet my needs*) and the perception that one is compensated fairly (e.g. Statement 11: *I am paid fairly for my work*). Specific to Work/Life Balance, the combined results of three specific survey statements (notably Statement 53: *This institution's policies and practices give me the flexibility to manage my personal and family life*) are taken into consideration.

Facilities – This theme provides insight into the reported satisfaction with physical workspace, overall campus appearance and confidence in experiencing a safe and secure environment. Three statements comprise this category, notably Statement 29: *The institution takes reasonable steps to provide a safe and secure environment for the campus.*

Faculty, Administration & Staff Relations – This survey dimension provides insight into the quality of faculty, administration and staff relations with a focus on the perception of support, cooperation and collegiality throughout the institution. Specific to this theme is Statement 46: *Faculty, administration and staff work together to ensure the success of institution programs and initiatives.*

Fairness – The Fairness theme measures confidence in fair and consistent treatment, especially regarding performance management and issues of accountability. Five different statements comprise this particular survey dimension, including Statement 44: *This institution's policies and practices ensure fair treatment for faculty, administration and staff.* Also taken into consideration is Statement 16: *Promotions in my department are based on a person's ability.*

Job Satisfaction/Support – The Job Satisfaction/Support theme is one of the more self-explanatory from the survey. It provides insight into the satisfaction with job fit, autonomy and resources (e.g. Statement 4: *I am provided the resources I need to be effective in my job*).

Policies, Resources & Efficiency – This theme assesses the perceived effectiveness of various systems, policies and infrastructure currently in place at the institution. Four statements comprise this dimension, including Statement 49: *This institution actively contributes to the community* and Statement 17: *Our review process accurately measures my job performance.*

Pride – This theme evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution. Five different statements comprise this theme, including Statement 60: *All things considered, this is a great place to work.* Another example of a statement that depicts this theme is Statement 36: *I am proud to be part of this institution.*

Professional Development - Support for faculty/staff professional development is critical both in terms of building organizational capacity and acknowledging and supporting individual development needs. The theme provides insight into the reported satisfaction with career/professional development opportunities for staff, and support for research and clarity of the tenure process for faculty. There are four statements/questions in this dimension (e.g. Statement 6: *I am given the opportunity to develop my skills at this institution.*).

Respect & Appreciation – The Respect & Appreciation theme provides insight into the degree to which faculty/staff feel respected and valued at their institution. Additionally, we collect information regarding the systems that ultimately impact to what extent employees feel appreciated and respected. Among the survey statements in this dimension is Statement 9: *I am regularly recognized for my contributions.*

Senior Leadership – This theme measures the confidence faculty and employees report in the capabilities and credibility of senior leadership; senior leadership was defined as the most senior members of the institution (e.g., chancellor or president and those who report directly to him/her). There are six statements on the survey that directly reference senior leadership, one example being Statement 27: *Senior leadership provides a clear direction for this institution's future.*

Shared Governance – This theme captures information about the perception of inclusion and cooperation as related to shared governance. Included in this dimension is Statement 42: *Faculty, administration and staff are meaningfully involved in institutional planning.*

Supervisors/Department Chairs – This dimension provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies. There has been significant research measuring the importance of the relationship an employee has with his or her supervisor or direct report. Accordingly, there are seven statements that measure managerial competencies and the health of this important relationship (e.g. Statement 3: *My supervisor/department chair makes his/her expectations clear.*).

Teaching Environment - With a particular focus on faculty responses, this dimension consists of statements that address the balance between teaching, research and service; the support for advising/mentoring students; and recognition for outstanding teaching. Three statements provide insight into the teaching environment. Only responses of faculty were considered in the analysis (e.g. Statement 51: *There is appropriate recognition of innovative and high quality teaching.*).

Survey Data Spreadsheets

The ModernThink Higher Education Insight Survey® comprises 60 statements designed to assess key dynamics and relationships that are influencing your institution’s culture and performance. In the survey, employees were asked to respond to each statement using a five-point rating scale (*Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree*). Additionally, there is a *Not Applicable* response option.

In addition, faculty and staff were asked to respond to ten voluntary, self-selected demographic questions, with faculty alone responding to an additional two. Each email address submitted for those invited to take the survey was tagged with multiple pre-loaded demographics. The emails and the pre-loaded demographics were supplied by the System Office, and confirmed by each institution.

Your three sets of spreadsheets are based on these demographics categories:

General Demographics Spreadsheets	Organizational Level Spreadsheets	Job Role Spreadsheets
<ul style="list-style-type: none"> Gender Age Ethnicity Race Pre-Loaded Employee Group 20 Pre-Loaded Employee Appointment Period Supervisory Status Years at Institution Expect to Stay Annual Salary 	<ul style="list-style-type: none"> Specific Organizational Levels varied by campus 	<ul style="list-style-type: none"> Pre-Loaded UNC Job Category Pre-Loaded Job Role Faculty Appointment (<i>Faculty Only</i>) Tenure Status (<i>Faculty Only</i>) Years in Current Job Position

To protect the anonymity of your faculty/staff, we do not report data for demographic categories with fewer than five respondents. If fewer than five responded, you will see asterisks in that column. The survey dimension average is the average positive response across all the statements in that particular dimension (ie. “Job Satisfaction/Support,” etc.). All statements are weighted equally.

There is some variation by theme/dimension in what makes a “good” score. For example, most colleges tend to score lower on Compensation, Benefits & Work/Life Balance as well as Fairness. Even with those differences, the following guidelines should help you interpret your scores.

Positive Responses		Negative Responses
<i>Strongly Agree, Agree</i>		<i>Disagree, Strongly Disagree</i>
Guideline Score	Description	Guideline Score
75% +	Excellent to Very Good	< 10%
65-74%	Good	10-14%
55-64%	Fair to Mediocre	15-19%
45-54%	Warrants Attention	20-29%
< 45%	Acute	30% +

General Demographics Spreadsheets

Results in the first column reflect your institution’s average percent positive for each survey statement, that is, the percentage of your employees who responded with “Strongly Agree” or “Agree.” The second column of data on the spreadsheet reflects the percentage of neutral responses, that is, the percentage of employees who responded with “Sometimes Agree/Sometimes Disagree.” The third column of data is the percentage of negative responses, that is, the percentage of your faculty/staff who responded with “Disagree” or “Strongly Disagree.”

Following the 2020 Overall Data, you will find your institution’s 2018 Overall positive/neutral/negative data for comparison purposes. Beyond the first six columns are the data for the demographic choices on the survey. Each of the columns shows the positive/neutral/negative data stratified by demographic choice:

- Gender
- Age
- Ethnicity
- Race
- Pre-Loaded Employee Group 20
- Pre-Loaded Employee Appointment Period
- Supervisory Status
- Years at Institution
- Expect to Stay
- Annual Salary

ModernThink 2020 UNC System Employee Engagement Survey Appalachian State University General Demographics Spreadsheet		2020 Overall			2018 Overall								
		Positive Response	Neutral Response	Negative Response	Positive Response	Neutral Response	Negative Response	Female +	Female +/-	Female -	Male +	Male +/-	Male -
Total number of survey respondents		1529	1529	1529	1460	1460	1460	710	710	710	481	481	481
Job Satisfaction/Support													
1	My job makes good use of my skills and abilities.	77	16	6	79	16	5	76	18	6	81	13	6
2	I am given the responsibility and freedom to do my job.	79	16	5	84	12	4	82	14	4	79	17	4
4	I am provided the resources I need to be effective in my job.	57	26	17	58	29	14	60	26	14	55	27	18
Job Satisfaction/Support - Average		71	19	9	74	19	8	73	19	8	72	19	9
Teaching Environment													
33	There is a good balance of teaching, service and research at this institution.	62	23	15	69	20	11	66	21	13	61	23	16
40	Teaching is appropriately recognized in the evaluation and promotion process.	59	27	14	66	24	10	59	30	11	62	25	13
51	There is appropriate recognition of innovative and high quality teaching.	55	30	15	63	26	11	55	32	14	57	29	14
Teaching Environment - Average		59	27	15	66	23	11	60	28	13	60	26	14
Professional Development													
6	I am given the opportunity to develop my skills at this institution.	72	19	9	75	18	7	74	19	7	75	15	10
10	I understand the necessary requirements to advance my career.	66	19	14	70	19	11	68	17	15	67	21	11
Professional Development - Average		69	19	12	73	19	9	71	18	11	71	18	11

Job Role Spreadsheets

Like the General Demographics spreadsheets, the first six columns of data on your Job Role Spreadsheets will contain the 2020 and 2018 overall positive/neutral/negative responses from your employees. This data is followed by six benchmarks for comparison. The subsequent columns are stratified by demographic choices related to job role, including:

- Pre-loaded UNC Job Category
- Pre-loaded Job Role
- Faculty Appointment (*Faculty Only*)
- Tenure Status (*Faculty Only*)
- Years in Current Job Position

The spreadsheets are organized so that demographics like Pre-loaded Job Role, Faculty Appointment, etc. are located near the job categories to which they correspond to help facilitate analysis.

UNC JOB CATEGORIES	JOB ROLE
SAAO Tier 1; SAAO Tier 2	None
Faculty	<ul style="list-style-type: none"> • Faculty Appointment • Tenure Status
EHRA IRPS; SHRA Exempt	<ul style="list-style-type: none"> • IRPS • Administrative/Managerial • Engineering/Architecture • Human Services • Information/Education • Information Technology • Institutional Services • Law Enforcement/Public Safety • Medical/Health • Natural Resources/Scientific • Operations/Trades
SHRA Non-exempt	<ul style="list-style-type: none"> • IRPS • Administrative/Managerial • Engineering/Architecture • Human Services • Information/Education • Information Technology • Institutional Services • Law Enforcement/Public Safety • Medical/Health • Natural Resources/Scientific • Operations/Trades

ModernThink 2020 UNC System Employee Engagement Survey Appalachian State University Job Role Spreadsheet				2020 Overall			2018 Overall			Bench									
				Positive Response	Neutral Response	Negative Response	Positive Response	Neutral Response	Negative Response	2020 UNC Core Population Aggregate	2020 UNC Core Population Aggregate	2020 UNC Core Population Aggregate	2018 UNC System Aggregate	2018 UNC System Aggregate	2018 UNC System Aggregate	2019 4-Year Public	2019 4-Year Public	2019 4-Year Public	
Total number of survey respondents				1529	1529	1529	1460	1460	1460										
Job Satisfaction/Support																			
1	My job makes good use of my skills and abilities.			77	16	6	79	16	5	75	18	7	77	17	6	79	15	6	
2	I am given the responsibility and freedom to do my job.			79	16	5	84	12	4	81	14	6	82	13	5	82	12	6	
4	I am provided the resources I need to be effective in my job.			57	26	17	58	29	14	58	27	15	60	27	13	59	25	16	
Job Satisfaction/Support - Average				71	19	9	74	19	8	71	20	9	73	19	8	73	17	9	
Teaching Environment																			
33	There is a good balance of teaching, service and research at this institution.			62	23	15	69	20	11	68	20	12	70	19	11	65	20	15	
40	Teaching is appropriately recognized in the evaluation and promotion process.			59	27	14	66	24	10	59	25	16	60	24	15	69	19	12	
51	There is appropriate recognition of innovative and high quality teaching.			55	30	15	63	26	11	62	25	13	64	24	12	64	22	13	
Teaching Environment - Average				59	27	15	66	23	11	63	23	14	65	22	13	66	20	13	
Professional Development																			
6	I am given the opportunity to develop my skills at this institution.			72	19	9	75	18	7	70	20	11	71	19	10	72	17	11	
10	I understand the necessary requirements to advance my career.			66	19	14	70	19	11	62	21	17	63	21	15	69	17	14	
Professional Development - Average				69	19	12	73	19	9	66	21	14	67	20	13	71	17	13	

Pre-loaded UNC Job Category			Faculty Appointment																	
Faculty +	Faculty +/-	Faculty -	Department Chair +	Department Chair +/-	Department Chair -	Professor +	Professor +/-	Professor -	Associate Professor +	Associate Professor +/-	Associate Professor -	Assistant Professor +	Assistant Professor +/-	Assistant Professor -	Other +	Other +/-	Other -	Decline to answer +	Decline to answer +/-	Decline to answer -
438	438	438	20	20	20	138	138	138	81	81	81	67	67	67	60	60	60	39	39	39
78	15	7	90	10	0	79	14	7	78	19	4	82	15	3	85	12	3	59	18	23
80	16	5	85	15	0	77	18	5	79	17	4	87	9	4	88	10	2	64	23	13
38	31	31	45	20	35	38	28	34	30	36	35	40	24	36	52	30	18	18	45	37
65	21	14	73	15	12	65	20	15	62	24	14	70	16	14	75	17	8	47	29	24
47	24	29	45	35	20	53	20	28	37	33	30	45	19	36	56	21	23	31	36	33
58	25	17	70	15	15	62	26	12	57	22	21	63	23	14	49	30	21	51	21	28
41	33	26	42	42	16	39	35	26	37	40	23	48	33	19	45	24	31	39	29	32
49	27	24	52	31	17	51	27	22	44	32	25	52	25	23	50	25	25	40	29	31
64	23	12	65	30	5	65	20	15	64	28	7	67	19	13	78	12	10	37	39	24
76	16	8	85	15	0	78	15	7	78	19	4	79	15	6	70	14	16	67	13	21
70	20	10	75	23	3	72	18	11	71	24	6	73	17	10	74	13	13	52	26	23

Organizational Level Spreadsheets

The remaining reports in the “Survey Data Spreadsheets” folder in your Results Suite file are your Organizational Level Spreadsheets. Most campuses will find a combination of spreadsheets containing two and three tiers of data, as their organizational structures contain varying tiers in varying areas of their campuses. In some cases, multiple folders have been used to organize your data so that you can quickly and easily locate specific areas of your organizational structure. For example, you might have a folder that groups together all your “School/College” data, and a separate folder that contains all your “Area/Division” data.

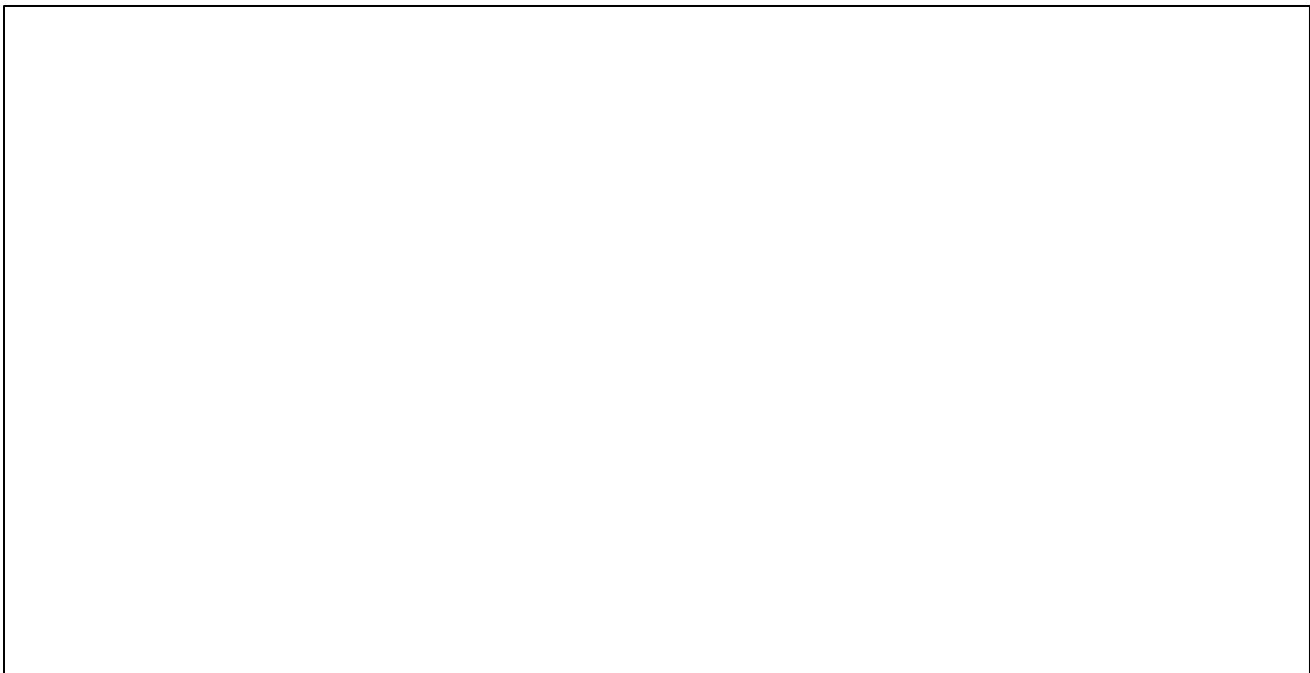
Your Organizational Level spreadsheets have the same benchmarking as your Job Role spreadsheets, but they show only the percent positive data. The data in these are oriented to correspond with the organizational levels/structure provided to ModernThink for your survey demographics. In the sections of your organizational structure where there are only two tiers/levels, your level two demographics (generally departments) will be located next to the first level of demographics (generally colleges/schools or divisions), much like your job roles are situated next to your job categories on your Job Role Spreadsheets.

****The above image is a sample and does not reflect your institution's actual survey data.***

For the sections of your organizational structure where there are three tiers/levels you will find whole spreadsheets **filtered** by the first tier, with the second and third tiers displaying in accordance with the above screen shot. Filtering by a demographic means that only the organizational levels wholly contained within the filtered level will display on the spreadsheet. If a spreadsheet is filtered, that filtered demographic will always be in the file name of the spreadsheet. All spreadsheets containing data for just two tiers will be called “Organizational Level.”

A key distinction between these two versions of the organizational level spreadsheets is the data shown in the overall columns. In the first instance, where we are reporting only two levels of data, the overall columns will reflect your institution’s overall percent positive and percent negative data. These will sometimes be grouped in a folder labeled “CAMPUS Overall Data.” In the second instance, where we are reporting three tiers of data, and the spreadsheet is filtered by the first tier, the overall column of data will reflect the overall percent positive and negative data for the **filtered demographic**. These will sometimes be grouped in a folder labeled “FILTERED Overall Data.”

The sample organizational level spreadsheet below was filtered by “Academic Affairs,” so the overall columns of data show the overall percent positive and overall percent negative data for Academic Affairs. For example, 33% of those who selected “Academic Affairs” as their organizational division on the survey responded with either “Agree” or “Strongly Agree” to Statement 4: *“I am provided the resources I need to be effective in my job.”*



****The above image is a sample and does not reflect your institution’s actual survey data.***

Because there is so much data to report in the organizational level spreadsheets, and ModernThink does not report data for demographic areas where there are fewer than five respondents, we have suppressed columns of demographics where there were not enough respondents to report the data. Please see your Profile of Survey Respondents (described in the next section) to identify which tiers contained demographic areas with fewer than five respondents.

Profile of Survey Respondents

This report shows your overall response rate and the profile of the respondents across your pre-loaded and self-selected demographic categories. You can use this report as a quick reference guide to see the number and percentage of respondents for each of your demographic choices, including Gender, Pre-loaded UNC Job Category, Pre-loaded Employee Appointment Period, etc. Demographics that were pre-loaded, meaning the email addresses for your campus were tagged with this information before the survey was administered, are clearly labeled; all other demographics were self-selected, or voluntarily chosen by respondents while they were taking the survey.

Note that the “Demographic Category” column represents demographic **questions** while the “Response Options” column represents demographic **choices**. In many cases, the same terms are used in both. For example, a pre-loaded question on your survey might be, “Pre-loaded Org Level 1” with “Provost” as one of the response options. A subsequent question might then be, “Pre-loaded Org Level 2 – Provost.” The former example will show under “Response Options” as “Provost” with one n-value, representing the number of respondents who had “Provost” pre-loaded as their Org Level 1. The latter will show under “Demographic Category” as “Pre-loaded Org Level 2 - Provost”, with the Org Level 3 choices encompassed within it listed in the “Response Options” column next to it.

2020 UNC System Employee Engagement Survey Appalachian State University		ModernThink	
Profile of Survey Respondents			
Number of surveys sent to your organization:	2936		
Number of respondents:	1529		
Survey response rate:	52%		
Demographic Category	Response Options	Number of Respondents	Percentage of Respondents
Reasons for Leaving n=1427	Better work/life balance	372	26%
	Better work environment/culture	358	25%
	Better job duties match to your skill sets/interests	252	18%
	Better opportunities for career advancement	516	36%
	Better opportunities for professional development	157	11%
	Better job security/stability	138	10%
	Better supervisory relationship	167	12%
	Better or more competitive salary	1047	73%
	Satisfied in my current position	198	14%
	Decline to answer	41	3%
Gender n=1319	Female	710	54%
	Male	481	36%
	Transgender	2	0%
	Non-binary	7	1%
	Decline to answer	119	9%

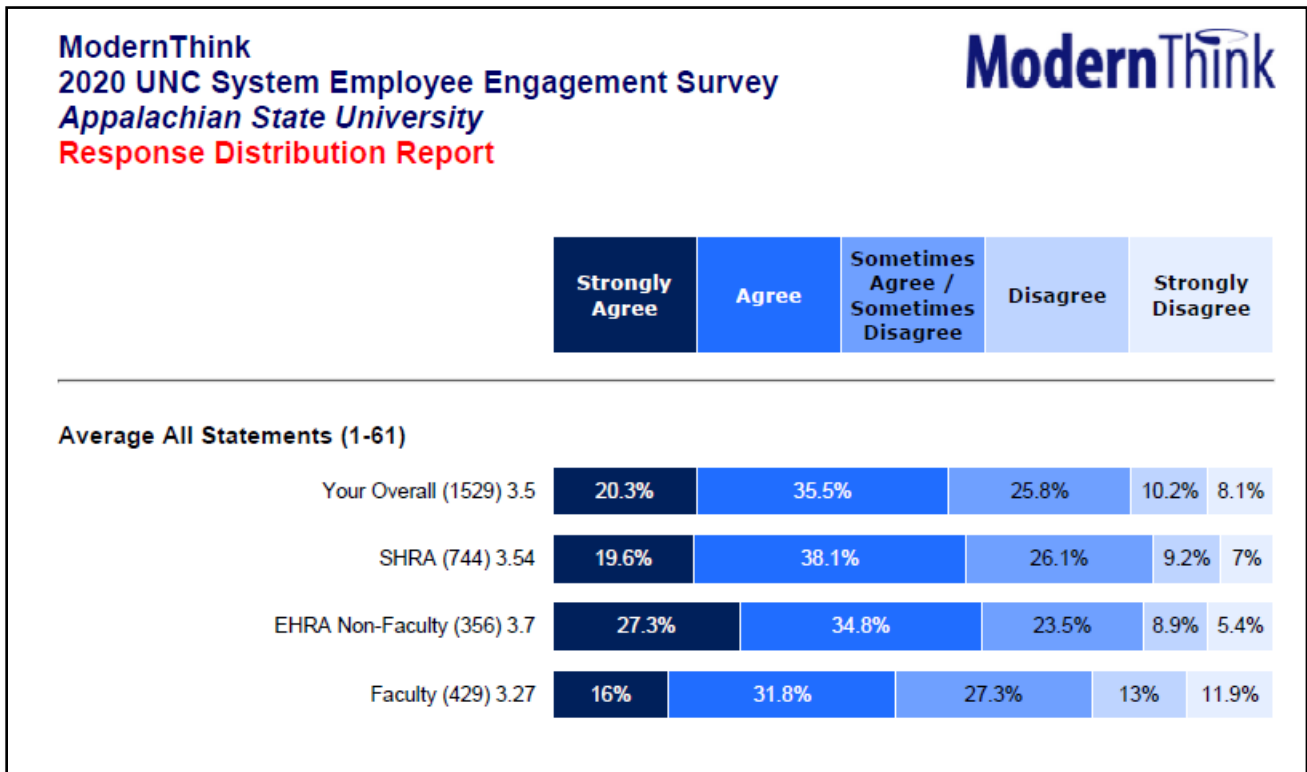
Response Distribution Report

As previously noted, your faculty and staff responded to each statement in the survey using a five-point agreement scale (*Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, and Not Applicable*). In the Response Distribution Report, you will find the percentages of all possible response options for each survey statement. You can compare your overall results to those within each of your Pre-loaded Employee Group 20 options.

Please note, the number ranging between 1 and 5 provided next to the number of respondents for each demographic subset represents the average with each response on the Likert Scale assigned a numerical weight:

Likert Scale Response	Numerical Weight
Strongly Agree	5
Agree	4
Sometimes Agree/Sometimes Disagree	3
Disagree	2
Strongly Disagree	1

Thus the 3.54 provided in the example below would represent an average response of partway between *Agree* (4) and *Sometimes Agree/Sometimes Disagree* (3) for those tagged “SHRA” as their Pre-loaded Employee Group 20.

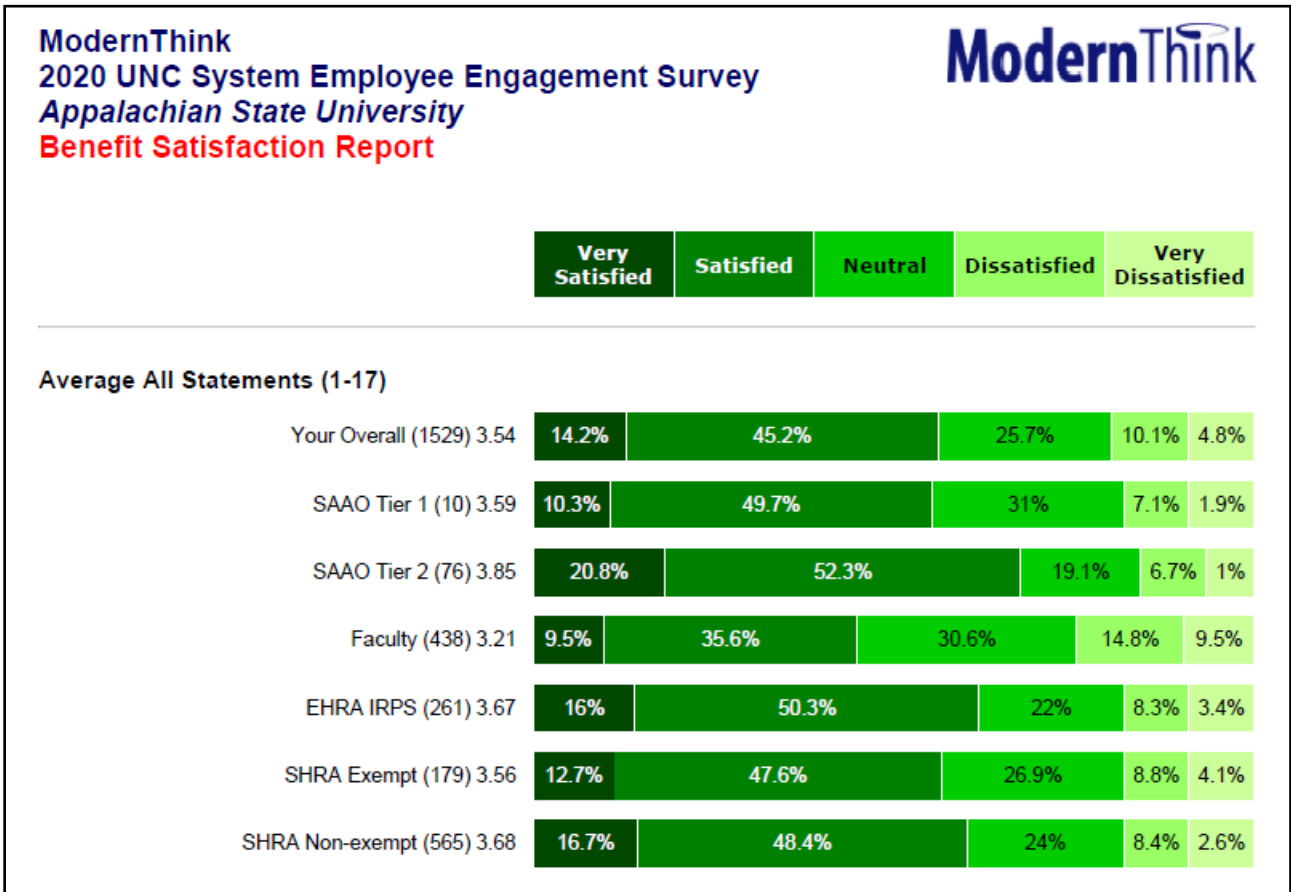


***Bars in the above graph may not be an exact proportion to the percentages they represent.**

Benefit Satisfaction Report

In addition to the survey statements, employees were asked to rate their satisfaction with a selection of benefits using a Satisfaction Scale (*Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied, Not Applicable*). Instructions on the survey asked employees to select *Not Applicable* if a particular benefit was not offered, or the respondent didn't feel they could appropriately evaluate the item. You can compare your overall results to those within each of your Pre-loaded UNC Job Categories.

Health Care Benefits	Other Benefits	General Satisfaction
1 Medical Insurance 2 Dental Insurance 3 Vision Insurance 4 Disability Benefits 5 Employee Assistance Program (EAP) 6 Life Insurance 7 Post-retirement Medical Benefits	8 Leave & Holidays (Vacation, Sick, Bonus, Community Service, etc.) 9 Retirement Savings (TSERS, ORP, 403(b), 401(k), 457) 10 Educational Assistance Programs (Tuition Waiver, Educational Leave, etc.) 11 Overall Satisfaction with Benefits	12 Professional/Career Development Programs 13 Tenure Clarity and Process 14 Wellness Programs 15 Physical Work Space Conditions 16 Flexible Work Arrangements (Telecommuting, Compressed Work Weeks, etc.) 17 Work/Life Balance Programs (Relocation Services, Discount Programs, Child Care Programs/Support, etc.)



**Bars in the above graph may not be an exact proportion to the percentages they represent.*

Multi-Select Report

Your faculty and staff were asked one multi-select question on your engagement survey:

Which of the following job opportunities would influence you the most to leave your current position (either to a position within the state system or to a position outside the state system)? Please select up to four responses.

This report shows the institution’s overall percent positive response for each survey dimension in the first column. Each subsequent column displays the percent positive response by each option from the aforementioned reason for leaving question. Employees were able to select up to four different reasons.

Appalachian State University 2020 UNC System Employee Engagement Survey Multi-select Report											
ModernThink											
Poor (0% - 44%) Warrants Attention (45% - 54%) Fair to Mediocre (55% - 64%) Good (65% - 74%) Very Good to Excellent (75% - 100%)											
	OVERALL	Better work/life balance	Better work environment/culture	Better job duties match to your skill sets/interests	Better opportunities for career advancement	Better opportunities for professional development	Better job security/stability	Better supervisory relationship	Better or more competitive salary	Satisfied in my current position	Decline to answer
Job Satisfaction/Support	71%	65%	52%	57%	66%	67%	66%	42%	69%	91%	75%
Teaching Environment	59%	53%	39%	56%	56%	50%	50%	40%	55%	78%	69%
Professional Development	69%	63%	52%	58%	58%	56%	68%	43%	66%	92%	70%
Compensation, Benefits & Work/Life Balance	57%	45%	42%	56%	53%	54%	51%	36%	52%	83%	67%
Facilities	64%	60%	52%	65%	62%	63%	59%	58%	61%	80%	72%

Employee Comments Report

The Employee Comments Report conveys the experiences of your employees, provided by the employees themselves. When your faculty, administration and staff completed the 2020 UNC System Employee Engagement Survey they were asked two open-ended questions:

*What do you appreciate most about working at this institution?
 What would make this institution a better place to work?*

Responses to these two questions are detailed in this report. To encourage honest, candid feedback and protect the anonymity of individual respondents, we advised employees not to include any self-identifying information. Additionally, comments have been suppressed for Pre-loaded UNC Job Categories with fewer than five respondents. We have presented the comments exactly as they were provided to us, ordered alphabetically by first letter to help preserve anonymity.

Additional Reports

If you are interested in diving deeper into your data, or require support for presenting results to your Board or other key stakeholder groups, please contact Suzi Schmittlein at 888.684.4658 or via email at sschmittlein@modernthink.com. ModernThink has a number of additional reports and consulting services available, including, but not limited to, the following:

Report/Service	Price
Custom Benchmarks	\$650/Benchmark
CSV File of Employee Comments	\$1,500
Report Gateway	\$5,000 for 1 st 12 months; \$2,900 per subsequent year
Additional 60-Minute Phone Consultation (one is included with your core reports)	\$900
Onsite Consultation/Presentation	\$5,195/Full Day (travel billed separately)

Further Assistance and Next Steps

Please contact Liz Flood with any comments or questions about your Results Suite, or if we can be of any further assistance. Liz can be reached at 888.684.4658 or via email at lflood@modernthink.com.