



# **ModernThink**

## **Employee Comments Report**

### **By UNC Job Category**

**Appalachian State University**  
**UNC System Employee Engagement Survey**  
**Spring 2018**

*Prepared by:*

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## About the Employee Comments...

The Employee Comments Report conveys the experiences of your employees, provided by the employees themselves. When your faculty, administration and staff completed the 2018 UNC System Employee Engagement Survey they were asked two open-ended questions:

1. What do you appreciate most about working at this institution?
2. 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 UNC Job Categories with fewer than five respondents. We have presented the comments exactly as they were provided to us.

The responses in this report are sorted by UNC Job Category as follows:

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**SAAO Tier 1**

**What do you appreciate most about working at this institution?**

A clear vision for the future and depth of buy-in throughout the community.

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Being able to contribute to the mission in meaningful ways.

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Faculty, staff and administration works respectfully and collegially. A very supportive environment.

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I appreciate that my colleagues "want" to be at AppState. They are a part of the community and take advantage of living in this beautiful mountain area. The faculty seem to be very student-centered and they care about the individuals they are teaching.

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I appreciate the support received from the Provost and Chancellor. They do their best to keep morale up and have created a good solid team.

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I have tremendous respect for our upper administration. This is one of the clearest and transparent institutions of higher education I have ever observed.

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People and commitment to the university.

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Support from senior leadership; mission and focus of the institution.

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The people

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**What would make this institution a better place to work?**

Continued clarity on processes and examination of resources/allocations.

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Improved health insurance

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Lack of resources to achieve is an issue. If plans were made to address these issues, that would be helpful. Facilities are a problem, as well as enough staff assistance to do our work well and reduce stress.

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More clarity in regards to the hiring and firing processes. More administrative support from HR.

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More efficient processes. Quicker turnaround time on review of contracts with outside agencies. Smarter choices on business processes that don't require multiple levels of sign-offs and more and more documentation on low cost, routine items.

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More resources to build on our proven success.

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Pay attention to the facilities- there is not enough office space to go around. We need designated buildings and more space on campus to be able to accommodate our growing student population. Proper state of the art equipment for research.

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## **SAAO Tier 2**

### **What do you appreciate most about working at this institution?**

Ability to contribute new ideas (though the pressure to fix often counteracts that), some very nice people. Met very interesting and cool faculty and staff, community connection to the Town and the school is cool. My supervisor supports my independence, I believe my pay is good, but do believe I am underpaid given my volume of work. I enjoy the challenge of my work, and my staff. I appreciate the opportunity to work with partners across campus and students who are very vocal and committed advocates.

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Appalachian is a community of educators, staff, and administrators who genuinely care about students.

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Appalachian is a great place to work with awesome colleagues. Everyone cares about each other and that's seen in how everyone interacts on a daily basis.

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Appalachian State University is a place like no other. On campus and in downtown Boone, the culture is such that you look others in the eye and respect them as individuals. The administration, staff and faculty at Appalachian are dedicated to our students and the community, and the institution is absolutely making the world a better place. Our focus on sustainability as become a complete part of my life. When traveling "off campus" or "down the mountain" I'm always surprised when I can't find a recycling bin! It seems like a small thing, but I believe it's part of something big - our graduates leave Boone and go... everywhere!... with a deep respect for their environment. A place of constant innovation, it's amazing to watch and be part of the ever-evolving learning taking place at Appalachian. Beyond the friendly and hard-working people, the beauty of Boone and the surrounding area makes Appalachian my forever home!

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Appreciate the care in which people invest in our students.

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Being able to make a difference in the lives of students, faculty and staff. Working in a wonderful geographic location. Strong bonds between all levels except senior leadership. I used to be proud of its commitment to sustainability, but now under new leadership, it's nothing but green washing. When really challenges come up, the path of least resistance is now taken, and the heck with sustainability. I know with a change of leadership Appalachian will be able to regain its footing as a progressive and up and coming Masters Level University

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Colleagues, culture, environment

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collegiality; appreciation of the community/region; strong affinity of the institution by it's campus (students-fac-staff-admin) and it's alumni constituent base; a caring and compassionate employee base; strong reputation for caring for student experience;

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Commitment to students. Commitment to an accessible, transformative educational experience -- the socio-economic diversity is rich. Students who come to Appalachian want to be here.

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diverse setting and sharing of ideas

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Employees are proud of their institution.

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Family atmosphere, pride in our institution, friendly

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Flexibility and freedom to do my work

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Good people.

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Hard to say. We use to have a family culture where everyone was on the same page, and cared about each other.. We may have all been walking backwards, but at least we were all walking in the same direction. We no longer have an identity. We don't know which university, that our leaders came from, that we want to be. Now we only worry about getting our paycheck. Nobody cares about the institution anymore.

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I appreciate most how much every faculty and staff member genuinely loves Appalachian and wants what's best for it.

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I appreciate that we work in an environment that stands for doing what is right. Throughout our institution, there seems to be a consistent set of ethics that at its core, everyone understands and promotes.

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I appreciate the fantastic people and the shared sense of purpose.

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I appreciate the location and culture within and around Appalachian. I feel that Appalachian routinely surpasses expectations and that we continue to add significant value to the UNC System and the state of North Carolina. I feel honored to be a part of our mission and our ability to execute that mission.

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I appreciate the opportunity to come to work and make a difference in the lives of people (the students, visitors, faculty and staff)!

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I appreciate the opportunity to work in a safe environment to better the lives of students.

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I appreciate the professional development opportunities and campus collaboration my academic institution provides.

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I appreciate the welcoming "family" feel of the University. I have great working relationships with my colleagues, and these positive relationships make me appreciate my role at the University even more.

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I feel like our entire institution contributed to and understands our strategic plan. Now that our newest upper administration and leadership is in place, I think it is the strongest team we have had in my 20 years here.

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I love my work and feel that I am constantly challenged to learn new things and continue to grow in my career.

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I love the work I do and am given the freedom to do my job. I really enjoy being a part of and supporting the overall mission of Appalachian State as a higher-ed institution focused on creating a meaningful difference in the lives of our students and the communities they serve/will serve.

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I was recognized and given the opportunity to advance my career and take part in decision making within my unit and campus-wide. I appreciate that the majority of senior leaders (Chancellor and Provost included) recognize me on a personal basis. Administration, faculty, and staff proclaim and live

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Institutional values that reflect my own personal values; focus on academics; focus on areas of learning that I care about (the arts, sustainability, global learning), effective and capable leadership, sense of collegiality, cooperation and teamwork among faculty and staff, strong connections with the broader community

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It's a small, college town where ASU can impact the lives of just about everyone living in the county.

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Leadership, family atmosphere, for the most part good people

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My ability to positively impact students' ability to receive a degree/pursue a degree.  
The benefits programs are amazing as well.

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My colleagues are supportive and value family.

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Outstanding people everywhere I go. While there is friction here and there, we have a sense of commitment to each other and our students!

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People are great to work with all over campus, in all levels of positions. I have been given wonderful opportunities to improve my knowledge and advance myself personally and professionally.

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People are kind and supportive. Our facilities and staffing levels on the whole are impressive. My boss and peers are amazing to work with. Appalachian as a whole is a great balance of big time place with a small school feel. I love working here and feel blessed. I was particularly impressed at the dedication of the Cherokee flag in the union and the fact that the Chancellor was directly involved; it was a beautiful sight.

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Positive attitude and team spirit. Everyone here genuinely loves the institution the area and the students. Though I'm relatively new here, I can tell this is the best place in terms of teamwork and spirit.

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retirement benefits, good environment to work - for the most part people really try to do a good job for the university

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salary and benefits, physical plant and maintenance

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Sense of community

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Strong culture focused on the student's success.

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Supervisor support and ability to successfully do my job and accomplish personal and professional goals, strong leadership.

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That all of those who work here care a great deal about students and their experience at the institution. Generally, people value the contribution of each other.

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The beauty and community environment of the the campus are invigorating, along with the strong personal relationships nurtured across campus. Students attracted to our campus are a special adventurous and engaged lot

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The fabulous faculty, staff and students!

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The fantastic faculty and staff. Great place to live.

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The institution's commitment to sustainability.

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The opportunity to help our students get a transformational education, and build deep lifelong relationships.

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The people and the willingness of others to work together to reach a solution.

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The people I work with and the care and concern we show our students.

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The people I work with.

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The personal feeling of satisfaction when I see our students succeed both in and out of the classroom. Even with the negatives I feel grateful to be employed by the state system and having job security.

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The pride of not only the administration, faculty, staff and students but additionally the pride of the community and beyond. We are truly an institution within our community which I feel makes us unique and provides an intangible quality often described by our alums.

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The sense of community.

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The sense of community. Everyone is working to make Appalachian State University better for students, faculty, and staff.

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The strong Appalachian Family, the efforts to provide the best for our students, the loyal alumni base, the current efforts to expand our diversity on campus, the opportunities for participating in arts and athletics events.

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The strong partnerships I have among both the administration and faculty, commitment to inclusive excellence, strong institutional reputation and serving an institution committed to providing access to higher education.

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The strong sense of community at the institution. Please love working here and go out of their way to make others feel part of the community.

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The support I have from my co-workers and team members.

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The University has a strong academic regional reputation.

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There is a palpable sense of pride as an AppState employee.....I am made to feel I make a difference every day.

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x

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### **What would make this institution a better place to work?**

\*\* We need more childcare opportunities, from daycare for working/student parents (it would be great for any parent who works/attends school here to know they are guaranteed a slot in one of the childcare facilities on campus) to snowday programs. The childcare opportunities from daycare to snow day programs should have a sliding scale rate depending on the student or employee status.

\*\* The wellness/health promotions programs for faculty/staff need upgraded facilities with more space. This also needs male and female locker rooms, so people who participate during the day do not have to change clothes in restrooms.

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A more centralized organization structure that embraces change, respects what is done well yet recognizes opportunity. In my opinion much (outside of administration) the college act independently rather than identifying and supporting the institution. While this isn't always the case, I find it more often than not.

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Appalachian needs more staff and faculty. We need more resources and better budgets, but we need much more staff and faculty to handle the workload of over 18000 students.

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Appalachian State does more with less. The University is underfunded and employees are underpaid, yet we make things happen with few resources. Staff pay, in particular, is outrageously low given the cost of living in this area. Many are forced to work part-time jobs on the side just to make ends meet. Employee contributions to retirement and medical insurance exasperate the problem. Higher salaries and more affordable medical benefits would make a huge difference when it comes to attracting and retaining talent.

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Appalachian State is a jewel in the crown of the UNC system. Our family feel and student centered environment is second to none. I consider it a privilege, a pleasure, and an honor to work for the University.

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Being valued by the NC legislators.... pay has lagged well behind the last decade.

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Better academic facilities. More space. Higher salaries.

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Better benefits - our health insurance is subpar

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Better work life balance. The practice is to expect work to be performed 24/7. The expectation is that if something is desired by certain individuals to be done then it will be done at night and over the weekends and on vacation times. It is hard to raise a child who needs my attention in the evenings when I am constantly being expected to work even at home at night and throughout the weekend. We are very short staffed and it is impossible to keep up with the needs of our office if we do not work long hours on a regular or consistent basis.

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Chancellor needs to better articulate appreciation of the work of faculty and staff;

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Clear & straightforward communication (more is not always better), better pay & opportunities for professional growth within the institution, less discussion (overthinking) and more direct action.

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Clear institutional vision and adequate staffing to accomplish high workloads

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Employment for trailing spouses is a challenge. Tuition benefits for dependents and spouses would be an attractive benefit to recruitment retain faculty and staff.

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faculty being held accountable for responsibilities and performance; an external review process for tenure and promotion; continued improvement on issues related to inclusion and the high cost of relocating to Boone NC; increased financial resources to keep up with the costs of rising enrollments.

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Finding a way to break down silos that form on campus, which keep units separate from one another.

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Greater consistency for flexible work schedules across the campus. Greater cross-campus understanding of "how it all works."

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Greater diversity of faculty and staff. I think we are struggling with how to do this as an institution. Our HR team is phenomenal, but I am not sure they get the support at the system level that they need to make our institution competitive in the marketplace.

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Greater recognition of faculty and staff contributions in addition to the health insurance package which needs to be improved.

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Having a vision, increasing external fundraising, fix the advancement office so there's a plan and convey the plan to campus, more authentic interaction with sr. leadership

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Having more competitive salary structure in relation to other UNC schools. Very high cost of living in the area.

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Health insurance that does not cost a fortune to add your spouse. It is obscene how expensive it is. More childcare facilities for faculty and staff.

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Honestly I have my dream job at my dream place. On the other hand I haven't been at Appalachian very long.

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I feel that we are a little behind in pay rates across the board and are a little short on the number of employees we need to be most effective. Fixing those two items would really help us to be a better institution by attracting and keeping the best talent.

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I love the people I work with and I am sold on the mission of the institution.

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I think if leadership made more of an effort to retain and promote internal employees rather than hiring people outside of the University at significantly higher salaries than current employees.

There are specific policies in place that hinder this progress and upward mobility, and I feel that it has been an extreme detriment to a variety of university programs. Many excellent employees have chosen to go elsewhere because Appalachian was not willing to invest in those individuals at a level that is appropriate for them.

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I think that making more positions permanent and not having so many temporary positions, so that individuals have benefits, I think that it would be a great idea to offer faculty and staff a meal plan at a reduced rate (to encourage more interactions between the faculty, staff and students).

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If the legislature and the system would provide us with the resources we deserve to provide our students with facilities that are not crumbling around us. We are hamstrung by a lack of space we have faculty whose offices are converted broom closets!!!! We are one of the lowest funded institutions in the state yet our metrics are one of the highest we should be funded more fairly!!!!

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If we were able to fill the positions that we need to adequately run our department, things would be much more productive and less stressful.

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Implementing diversity recruitment plans as a component of posting positions. Focusing on retaining staff and faculty of color by letting us know that our talent is appreciated/valued.

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Increased communication and transparency from senior leadership

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Less expensive family health insurance costs - we pay a lot for what we get. Develop practices to enhance the "we" across campus instead of the silos we currently work with and in spite of.

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Lets be Appalachian again. Used to be that the administration and the staff were all one. They worked, played, and socialized together. Everyone knew everyone. Administration can't come down to that level any more.

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Like with most places ... more / better communication

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Medical benefits are extremely costly, and it is a remote location so access is more costly. Salaries are lower because of the structure of the state system, yet because of the location, and the resort nature of the community, the cost of housing is outrageously high. Leaders systemwide should look at adjusting and making the salaries more on par with other institutions, or dramatically reduce the benefits costs for the employees.

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more affordable child care for those that need it; parking based on salary - seems unfair for a housekeeper and a faculty member or administrator to pay the same amount; promote other events besides football - not everyone likes football;

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More diverse faculty and staff would make this institution an even better place to work.

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More endowed scholarship monies and less expansion

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More open and honest communication regarding performance and practices: there's a great deal of inertia regarding "how it has always been," and too frequently there's a reluctance to change. Supervisors should have honest conversations with direct reports to address performance and behavior that is sub-par. True performance problems should be dealt with appropriately: there's history of moving low performing employees from job to job to job. Leaders should work actively to address differences rather than simply "working around" and never confronting the underlying issues. The university needs to act as a single institution rather than a collection of colleges, each doing its own thing. We need stronger institution-focused leadership and decision making, not watering the decision-making process down because of what the individual colleges might think. Clear communication of decision-making: distinguish when decisions need to be shared with colleges vs. when input is needed from them to make decisions vs. when decision-making process can truly be shared. Not every decision is up for debate -- and that's OK: we need a better way to balance the needs of the entire institution rather than letting there be undue influence in certain sectors (strong-willed individuals, individuals with "connections," individuals with longer tenure, etc.)

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More quality space

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More resources could help dramatically. During the trying economic times of the past 12 years, our staff has become accustomed to cut-backs while maintaining a high level of production. I know we could do more... with more!

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More resources. As we have grown and budgets have been cut we are strained in multiple ways.

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More support for programs that benefit the entire institution. Reduce the amount of work in silos.

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N/A

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Not sure--- I am pretty happy with the university as a workplace.

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Progress. Appalachian State University still has too many antiquated platforms that are not centralized.

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Recognition and compensation (either financially or future resource allocation of budget or staffing) when an office successfully meets a university goal with limited or insufficient resources. Offices continue to be successful with unchanging or diminishing resources so we are expected to keep meeting or exceeding goals without consideration for increases in staffing or budgets to meet increasing expectations.

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Salaries that reflect the high cost of living and professionalism of faculty and staff.

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Salary equity

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salary increases based on effort

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Something needs to be done about space and how it is prioritized. Benefits are ridiculously expensive. App needs to "grow up" and function as a business in terms of fundraising and resource development. Be aggressive.

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support for non-tenured administrators

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the need to try to change everything. no one feels like this is the ASU of old, and that's a sad thing for many who have been associated with ASU for quite some time.

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This institution often lacks structure and formalized process-- there is a general approach of "we never thought of that" or "that's why we brought you here" to problem solving that is really frustrating for new faculty or staff. The sheer whiteness of this institution, community, and faculty/staff is proof positive that this institution is and will remain behind 40 years behind the curve. It's both shocking and unnerving that diversity and equity is not a central, heightened and rewarded focus here given how terrible the school is doing at it. There is lip service paid to these efforts but in practice it is clear that diversity is not a priority and does not factor into every day decision making here. The atmosphere for a young person of color here is honestly miserable. Subpar performance is often rewarded or at the very least excused and newcomers who share ideas or improvements can be ostracized as for many this is a destination to coast to retirement as opposed to building and developing innovative practices. I think we'd be best served by treating diversity the way we do sustainability. Also more parking and more employee incentives that include stipends to get out of town (like a 1x month bus ticket to charlotte or greensboro) or more options for compressed work weeks-- critical for underrepresented staff who have to get our of town to survive.

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Understanding that while we are a state institution, private industries are passing us by in terms of utilizing technology to improve the life of employees. I routinely find myself risking life, property and peace of mind when there is something as simple as a snow day. We all are well equipped with technology in many cases to adequately do our job from home. I understand the need to be present and establish consistency across multiple job types in terms of reporting for work, but colleagues in private industry cannot believe when we have to report during inclement weather. And, if the institution is closed, in some cases, we are required to take leave if we cannot make it. This is not the only example of worker smarter, but it certainly stands out when there is a demand to come to work and your car is sliding on the road while you are transporting your laptop to your office only to do the same work that could have taken place without the risk.

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Universal management approach.  
Departments all work in "silos", no concept of team from a management point of view.  
Departments operate as individual, competing entities without regard to the university as a whole.

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## **Faculty**

### **What do you appreciate most about working at this institution?**

I have flexibility in my schedule and a high degree of control and freedom within my job!  
Sociable colleagues.  
I feel I am appreciated and allowed to take initiative to get things accomplished. I am trusted.  
I know what is expected of me in my current role (i.e. clear objectives/no surprises).  
I feel I am making a positive contribution to our students and that may make a difference in their lives.

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Very collegial department and college

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Within my department I feel like even though I am not a high-ranking faculty member I still feel like I am a valued member of the department. I like my coworkers, I like the flexibility I am allowed in classes, and I appreciate the opportunities provided by my department and the faculty development department. I have built valuable relationships with a few people across campus and have grown through my interactions with them. Those people whom I have collaborated with also make me feel like I am a positive addition to the university. I am proud of the university's mission and the educational experiences students have on our campus.

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1. its focus on sustainability and sustainability oriented research
  2. culture
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A job

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A pretty place to live

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Ability to manage my schedule, time, and research.

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Able to balance work and family; flexibility in scheduling; opportunities to take on a variety of roles; contributing to students' learning and development.

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Academic Freedom

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Academic freedom. As long as you do what you need to do, you are left alone.

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App State is a great place to work. I enjoy my colleagues and find that the department has a supportive atmosphere that is cooperative. The students are engaged and really care about learning - they are wonderful to teach and mentor. I have had good support for my research.

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App State is highly involved in and appreciated by the community. The students are respectful and appreciative. There is a lot of emphasis on diversity. There is not a lot of stress.

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Appalachian has traditionally been a very special institution. I wanted to work here, because there was a clear value on quality teaching. Research and Service were of course expected but the institution was clearly not trying to be an R1 institution. This seems to be changing and the message from top down implies a push toward more of an R1 model. I am strongly opposed to this push as I think it will hurt the strength of the quality of teaching that the institution has traditionally been known for. Bigger is not always better and I am distrustful of our administrations's motives and drive to change Appalachian in this way. I do also love the push towards sustainability in the infrastructure of the university and within academic programs. However, the workload is begin increasing unsustainable so there is some in consistency there.

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Appalachian is a friendly institution in a small, relatively friendly town. The university consistently feels much smaller and more intimate than others that are as large as this. Many people remark on it, and see it as a good thing.

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Appalachian places an appropriate balance on teaching, research, and service and is committed to high-quality undergraduate programs.

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Appalachian State is a very special place, and I truly am grateful to be working here. Most of the time, I love coming to work in the morning and look forward to the challenges of the day. I appreciate my department chair, who provides outstanding support to her faculty. I especially appreciate my colleagues, both in my department and in my College. I appreciate my wonderful students. I also appreciate the unique nature of this University, which makes it a great place for a scholar who loves to teach (i.e. me) to build a career.

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Appalachian State is generally a wonderful place to work. The Chancellor is problematic, and the Provost is less than ambitious. But the faculty are amazing, and most Deans are excellent. I appreciate that faculty are passionate, engaged and very very hard working in pursuing the university's mission to educate people, creating knowledge via research, and impact the local, state and global community. I appreciate the innovative environment that welcomes good ideas on administration, operations, curriculum, etc. I appreciate the collaborative, positive environment among administrators, faculty and staff.

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As a faculty member I appreciate the focus on educational mission and the support I receive to make contributions to this effort.

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ASU integrity, vision of excellence and sustainability.

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ASU is a quality institution. The students are great and the university has a long and proud history. Although it faces challenges the overall institution really does provide a great education.

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ASU is an incredibly supportive and friendly place to work.

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ASU provides a fair amount of freedom and autonomy in the classroom and in scholarly pursuits. It tries to be flexible and supportive in dealing with major medical or life issues. There is general consensus that ASU wants to do the right thing for faculty, staff, and students.

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Autonomy - the institution by default assumes my competence and professionalism which is appropriate given the qualifications required to be offered a faculty position.

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Autonomy in teaching and research. ASU feels like a community.

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Autonomy in the classroom and the ability to set and pursue my own research interests.

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â€¢ diverse professional responsibilities (research/teaching/service)  
â€¢ camaraderie among departmental colleagues  
â€¢ working at an institution I am genuinely proud of

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Balance of requirements (i.e. teaching, research, service)

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Balance of research and teaching expectations

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Beautiful location, close to family, friendly people.

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clarity of mission and vision and a tradition of excellence from the beginning of the institution.

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Clear identify, mission and vision. Value for community engaged and practice based activities (teaching and research).

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Clear tenure process, emphasis on teaching with lesser emphasis on research.

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Collaboration among faculty and FAA Dean's support.

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collaboration between faculty and staff across different areas on campus

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Collaborative environment

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Collaborative working environment; my colleagues treat me with respect

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Colleagues and administration within the college of business

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Colleagues and Departmental leadership

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Colleagues are congenial and cooperative.

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Collegial faculty; great students

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Collegiality and self governance in Departments

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Collegiality in my department, emphasis on sustainability, conscientious students, and surrounding environment (mountains, nature, community).

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collegiality with co workers

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Collegiality within the department I work in. Support and attention to personal needs. Ability to initiate things within the department.

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Collegiality, environmental responsibility

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Collegiality, emphasis on the environment, work life balance

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Collegiality, Location, Institutional Leadership, commitment to sustainability

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Collegiality. Emphasis on student education.

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Collegiality; Quality of students and ability to work closely with them.

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Collegiate faculty and the surrounding area

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Community and interactions with faculty, staff and students.

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Comprehensive university approach.

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Consistency of employment - I am very happy to be employed

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culture of my sub-program within my department  
an understanding and supportive chair  
attention to regional culture

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Culture of the institution, great department - good colleagues

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Currently, there remains a focus on the students and their learning (the primary mission of this organization)

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Department-level colleagues and work environment.

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Diversity  
Internationalization  
Friendly campus  
Great students  
Great facility

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easy access to immediate supervisors and upper administration

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Excellence is everywhere and is a way of life here for the faculty.

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Excellent colleagues and an agreed upon shared mission. An opportunity to work with excellent, engaged students. Flexibility in choice of research projects and in teaching style.

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Excellent departmental collaboration.

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excellent faculty and students, flexibility in when, where, and I do my work

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Excellent students

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Excellent, supportive colleagues; top-notch physical plant (building, offices, classrooms, technology); challenging work.

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Facilidades para conciliar vida personal y profesional.

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Faculty across campus seem to collaborate well and respect each other.

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Faculty members (such as myself) really have a great job compared to most jobs in the world. TT faculty have a lot of autonomy.

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feeling valued and supported for my work

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Fellow workers

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Flexibility

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Flexibility and my colleagues

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Flexibility I have in my work as well as wonderful physical facility to work in

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Flexibility in accomplishing tasks outside of scheduled classes and office hours.

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Flexibility with my schedule and responsibilities.

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Flexibility. Academic Freedom. Collegiality. Outdoor activities. Recreational facilities. Nature.

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Focus on teaching and family.

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For 5 years i was able to provide quality teaching and involvement with my department with a great work /life balance. I live off of the mountain so i was able to compact my traveling to 2-3 days a week instead of 5.

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For most of my working career, it has been the strong, respectful relationships with colleagues (faculty, staff and adm.)

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Freedom to do my job from my department and the research capabilities.

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Freedom to teach subjects of interest to me.

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Friendly co-workers. Good facilities. Unique programs and culture.

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Friendly colleagues and community, shared goals and commitment to students and surrounding community, my values align well with university values, many well-trained amazing faculty who chose to come here for the community and lifestyle though successful enough that could be at an R01 university. People are here because choosing to be here, not because have to be.

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Good colleague and a fairly good number of excellent administration.

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Good people; beautiful location; good football team

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Good relationships between peers.

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Good resources, nice campus, strong faculty and students

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Great colleagues, good students

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Great department and colleagues. Jointly shared goals and actions toward encouraging and developing students as individuals.

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Great faculty who care greatly about students.

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Great location and great people.

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Having a wonderful department and dean.

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Having contact with a good number of faculty members who take their job seriously.

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Having opportunities to work across campus with colleagues in other departments/colleges, work time flexibility and some flexibility with emphasis placed on types of service/research after tenure.

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I am a tenured faculty member, so I am in a privileged position at my institution. I can set my own hours, choose what and when I teach and guide my work. The students I work with are high quality and a joy to teach.

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I am given the autonomy to do research and perform service when is best for me. My department head works with me to develop a teaching schedule that is helpful for being a parent of school aged children.

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I am glad to have a job doing what I've been trained to do and doing something that I (mostly) enjoy. I don't underestimate the privilege that this is.

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I am paid well to do a job I love.

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I am relatively new to this institution, but I enjoy the size of the university, the students that it attracts, and the balance between teaching and research.

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I am treated as a valued member of the department.

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I appreciate App State's:  
focus on teaching as a non-R1 university  
support for faculty teaching  
engagement with the community  
friendly/relaxed atmosphere  
graduation ceremonies that focus on the students

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I appreciate having a career in a field I love. The students are fantastic and colleagues in my department are wonderful to work with.

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I appreciate my colleagues and my students.

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I appreciate my department chair quite a lot. He is reasonable, thoughtful and honest. I also really appreciate Vice Chancellor JJ Brown. He is the most thoughtful, kind and considerate person on campus. The administration as a whole would do well to develop the genuine relationships JJ Brown has developed.

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I appreciate my students and close colleagues most, I appreciate that we serve students from all backgrounds and that the efforts to increase diversity over the past few years is definitely paying off!

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I appreciate that I can make an impact on my students' lives and minds and introduce them to ideas that some might not have access to without institutions like this one. I like my department and colleagues and value the space they give me to develop as a scholar.

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I appreciate that it is my home but not due to this university. I love the people who work here and those who live in this community. I love the landscape, seasons, and opportunities my children have due to the university and the public school system. However, working here is hard and troublesome because of high turnover rates, disingenuous administration, lack of faculty governance, and overall economic disenfranchisement due to state politics and their horrible views of higher education. If I was not a person rooted because of my family and pride in my community, I would leave.

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I appreciate the ability to positively and directly impact students' success here at Appstate.

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I appreciate the autonomy I have to do the work I enjoy--teaching and research.

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I appreciate the collegiality among my colleagues and supervisors. I experience it as a supportive environment. I appreciate the events that are going on across campus and the university's commitment to the community.

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I appreciate the collegiality of most of the faculty I have worked with and interact with at this institution. The culture of this institution is unique and I find that it attracts like-minded faculty and staff,

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I appreciate the faculty development opportunities provided--although I was displeased when the Hubbard Center was changed and rebranded to its current Orwellian sounding title.

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I appreciate the hard work and dedication of our student body. They work very hard and I've been impressed with their gumption.

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I appreciate the joy of teaching and learning from our students.

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I appreciate the loyalty of our alumni, the efforts to support sustainability. Efforts to support the arts are also good, but not publicized nearly as much as sustainability.

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I appreciate the most my department and colleagues. It is a strong department with good, smart and for the most part, hardworking people. It is what makes my experience at my institution a good one. Outside of my dept and immediate colleagues, I do not necessarily feel as positive.

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I appreciate the sense of community

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I appreciate the students at the university and the smaller class room sizes.

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I appreciate the students I have. They work hard. I also appreciate my department and colleagues, who are friendly and collegial. I think my department chair is the most even-tempered person I've ever encountered. Under his leadership, the department has been a nice place to work in.

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I appreciate the students. They are bright, hard-working, and dealing with a lot of generational issues. I also appreciate most of my colleagues who are devoted to the central mission of teaching.

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I appreciate the value given to my teaching and how that is in line with the vision of our teaching intensive university. I believe our students benefit from being taught more effectively and with supports throughout their time at Appalachian.

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I appreciate the variety and range of activities (teaching, research, service) that I am able to participate in.

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I appreciate the way ASU encourages faculty to excel in many ways.

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I appreciate the willingness of people across departments and across campus to help each other and work together on projects and committees. I appreciate the Chancellor's Faculty Club.

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I appreciate work life balance, the ability to perform a job I enjoy and find meaningful, and the ability to work independently.

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I believe it is the faculty. i enjoy working with them. I do miss those that have retired though.

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I believe that we have a very strong commitment to our students, an appropriate level of interesting and significant research, and general collegiality that makes Appalachian a good place to work.

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i believe the administration is good hearted and wishes to do the right thing.

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I can be flexible with when and where I work; the region is beautiful and restorative; colleagues are generally a great source of support

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I did appreciate working at an institution where teaching was truly valued. That is not longer true. Every day teaching is made subservient to research.

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I do believe that many faculty and staff care deeply about the education of our students.

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I enjoy being a college professorâ€”many of our students are talented and dedicated.

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I enjoy interacting with my colleagues, who are similarly interested in conducting high-quality research and serving our students as excellent teachers. I enjoy working with students who are excited to learn and some who are quite talented and conduct research with me.

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I enjoy many of the people with whom I work and the way that I have been able to carve out a role that works for me. I also enjoy the area where our institution is located in terms of its small town feel, outdoor activities, and so on. I have enjoyed the cohort of colleagues who have come in and risen through the ranks with me as well.

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I enjoy my field; I don't feel particularly appreciated or recognized as a department by the university. In fact I personally feel quite separate from the university as a whole because of the intensity of the hours involved. I personally don't get to take, for example, Spring Break because of paper and committee work.

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I enjoy the faculty and staff at App State. The staff here are nice and seem to great interest in our students whether they work in the cafeteria or library.

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I enjoy the students!

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I feel that I am able to do important work with people I enjoy working with.

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I feel that the faculty work hard to focus on teaching our students. I feel that this institution, more than any I've ever been at, focuses on teaching of students first and I think that is important. Even those who are in administrative roles still have a teaching focus, and that is something I have not seen elsewhere.

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I feel valued and appreciated for my contributions in my program. I have flexibility to develop new projects and collaborate with faculty and students. Student's perspectives are valued and we work to ensure a supportive learning environment. I appreciate being in a department where faculty get along.

I am thrilled about the emphasis on campus sustainability.  
Diversity initiatives and response to related concerns is timely and direct.  
The freshman common read program is awesome!

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I generally enjoy the collegiality and professionalism of other people in my department, and appreciate that they treat me as a friend rather than competition or simply a work acquaintance. I also appreciate the wide variety of classes I have been able to teach here.

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I greatly appreciate the openness and leadership of our Chancellor and Provost. Our Dean in our college is also making major changes that will improve our conditions.

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I have a job

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I have a very unique appointment, and I am able to pursue all three of my passions; clinical work, teaching, and research. Additionally, my department chair and colleagues are supportive of my work. In general, those I am working with are all genuinely passionate about their teaching, and want to have a positive impact on both our students and our community.

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I have good students and good colleagues.

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I have had the opportunity to develop program suited to my own needs as a professional.

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I have met some amazing faculty and students at this institution - mostly in other departments around campus. They help me feel like I am a part of an intellectual community.

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I have some wonderful colleagues and wonderful staff. They work hard and truly seem to care about students.

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I know our senior leadership's values, and support them; they are visible in their choices. I am supported and celebrated for developing transformative educational relationships with my students.  
Our commitment to sustainability is a rich vein for us all to tap into and let permeate our work.

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I like being able to work across disciplines on projects that affect students' lives and provide life-changing experiences. Not all universities have a set-up that values this, and this is truly special. This also connects to other units across campus that are non-academic. Here, there's a community of people who together provide good experiences for the students, and everyone is respected in this.

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I like that ASU has a teaching focus, not a research focus. That is one of the main reasons I work here. I also like that ASU is involved in the community.

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I like the friendly work environment, with numerous opportunities to work across disciplines. Off-campus scholarly assignments (OCSA) and exchange programs are available with our international partners, and there are numerous internal grants and support.

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I like the way our department gets along and works together.

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I like to do my job. Here or somewhere else.

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I love AppState. I recently moved here from another institution and I find myself saying this a lot...every time I find a new program or have a new policy explained to me. I truly appreciate the culture, the openness, transparency, and trustworthiness of leadership at all levels. I love the collegiality, the openness to input and change (but not simply change for change's sake) and the focus on the students as individuals...you can really tell when you are teaching with a faculty and staff that actually LIKE students, instead of regarding them as inconveniences or necessary evils!

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I love my colleagues in my department. It is a pleasure to teach students here at App as well.

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I love my department and students. I have a great immediate environment, even when things are a little dicey higher up.

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I love my department. My colleagues and I are committed to providing our students with the opportunity to receive an excellent education.

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I love the area and culture of the region. I like my co-workers and fellow scientists.

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I love working with the students at ASU. They are bright, and eager to learn - just what I was hoping for when I became a professor.  
I have been proud to be affiliated with ASU in the past, but there have been a couple of events in the last few years that have seemed highly discriminatory to me. They have affected the way I feel about the institution. I don't feel valued at all by administration.

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I most appreciate the camaraderie between colleagues, students, and staff.

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I most appreciate the department that I work for. Without it, this would not be a good place to work.

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I most appreciate the freedom that I am afforded to teach my classes. I appreciate that my expertise in my field is respected insofar as it relates to my teaching responsibilities.

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I really appreciate that this institution is family friendly. On public school snow days I see a number of children that were able to come into work with a parent. This allows the parent to still

be present for his or her job instead of canceling a day to stay home. Good health is also valued by this institution. Mammograms are offered for employees and their spouses two time each year on campus. Flu shots are provided on campus each year. The is also the option of a personal trainer two days per week. Additionally for a total of \$8/month an employees entire family can make use of the swimming pool, climbing wall, gym, indoor track, basket ball courts....

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I really like our students .

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I really like the people I work with.

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I really value most of the colleagues that I work with in my department. For the most part, they are committed and hard-working individuals who are passionate about their work and providing the best experience for students.

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I respect the dept chairs and the administration in the dean's office, provost office, and chancellor's office.

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I think the people who work here genuinely care about the students.

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I thoroughly enjoyed the support of my chair before he retired. I found him to be fair, honest, transparent about the tenure process, and supportive. Without his support, I would not have remained at this institution beyond my first year.

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I used to deeply appreciate the culture of working together as a team in my department/school. However, the former dean did much to destroy that sense of unity.

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I work for a great person.

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I work in a great department that is filled with high-achieving personnel. We are a dedicated group that takes advantage of the relatively high admissions standards and unique location of the campus to make an outstanding experience for our students.

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I work in an outstanding department. My colleagues care about each other and work well together--both during and outside of normal business hours.

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It allows me to utilize my skills.

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It consistently strives to maintain a high level of professionalism.

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It is a friendly place to work; most people are dedicated to their jobs and are professionals. It is small enough to know people throughout campus.

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It is a good place to live and work. The overall atmosphere at my institution is positive, salaries are great, and I believe that the administration is dealing (mostly) fairly with the faculty.

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It is a special beautiful place that cares about students.

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It strongly supports work-life balance. I've been giving leave for spousal and family care that would not have been granted at most work places. The job allows me great flexibility in my day-to-day work. I've been fortunate to have excellent department leadership.

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Its focus and strategic plan align with my priorities - I feel I'm a good fit for ASU - Sustainability

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Its setting & community

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location  
colleagues

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Location

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Location

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Location and sense of place.

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location in the mountains and connection to landscape and culture

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Location, Great health insurance, affordable. Ability to select the courses and times I teach.

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Location, recreational opportunities, climate, quality of life, proximity to family, faculty colleagues

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Location, students, colleagues, and history

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Location. Child Development Center.

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Location. Leadership in library.

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mission includes commitments to social justice and a sustainable future

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Most faculty open to working across disciplines.

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Most of my colleagues are collegial and concerned about the welfare of one another and our students. When I first came, there was a definite concern for nurturing new faculty toward tenure. I think that attitude still exists in my department, but the university makes it increasingly difficult.

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Most of my colleagues, the students, teaching and writing about material I love.

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Most people are nice and down to earth. Most administrators are fairly easy to access when you really need to get their attention. As a faculty member, it is relatively easy to build personal and professional relationships across units (which is not necessarily the case at other institutions)-- this fosters potential for collaboration and interdisciplinarity, or at the very least, makes for interesting conversation. The "destination" location is nice for those who enjoy outdoor activities.

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My closest colleagues  
Location of the institution

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My colleagues

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My colleagues

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My colleagues and meaningful work.

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My colleagues and my students

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My colleagues and the sense of "family" within my department. We all realize that while we work as individuals who have great careers, accomplishments, and challenges, the department as a

whole is successful when we work together and celebrate the accomplishments of individuals and help those who are currently facing challenges. We have a great sense of "friendly competition" that drives us to want to be our best. We honestly work great as a team.

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My colleagues in my department are generally great people to be around and are supportive.

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My colleagues.

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My colleagues.

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My colleagues.

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My colleagues. We are very supportive of each other in our professional and personal efforts where there is a real sense of us looking out for each other. It makes look forward to coming into the office every day.

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My connection to immediate colleagues who are also friends; flexibility and autonomy regarding working from home when necessary, bringing children to workplace on snow days, etc.

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My department

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My department and my department chair.

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My department works well together.  
The students, for the most part, are hard working and want to do well.

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My department, IT tech, housing and its initiatives, and always the students. They come first. We are here to help iGen become the next generation of social leaders.

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My department, its collegiality and leadership

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My immediate colleagues who are open, communicative, and dedicated to improving the lives of children in public schools.

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My immediate supervisor is amazing!

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My immediate working group of faculty and staff within my campus department is very supportive, welcoming, challenging, and fun. This is a relief from recent years of poor management and divisiveness at the overall unit level. My immediate coworkers are a bubble of sanity and hardwork.

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My peers, both instructional & staff.

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My personal schedule flexibility but I am very aware that not all members of the campus community have this work environment.

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My schedule is flexible to support my work and family needs. I am supported as an NTT.

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Opportunity to teach classes I'm interested in and conduct research in my field.

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Our department chair is very supportive. Our department is very diverse with faculty members from different countries including myself. I feel I am always included and I enjoy working with my colleagues who are very open minded and supportive.

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Our department is supportive and collegial. Our students are curious and engaged.

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Our heritage as a teaching institution

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Our leadership and the potential for growth and depth of our programs.

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Our location in the Blue Ridge Mountains.

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Our students

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Our students.

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Overall, I think ASU is a very fine university with topnotch people and produces very well-prepared undergraduates and graduates educationally. Generally, everyone I interact with across the university is professional, positive, and helpful. I think my department is remarkably healthy (compared to other departments on campus and at other universities) and provides a positive work environment.

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Overall, it is a great place to work. I believe the Chancellor is doing her best to provide transparency and build a more collegial environment. Her "Faculty and Staff Clubs" initiative is a commendable effort. Folks are brought together from other disciplines for conversation in a relaxed area of campus.

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pay check

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People are generally kind and helpful. The students are generally very nice.

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People are genuine and care about the entire community.

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People tend to be kind. Boone is a beautiful place. Our students are great.

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physical, outdoor environment is healthy in this small mountain town

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Professionalism of leaders and colleagues  
The leaders' emphasis on people (faculty, staff, students ...)  
The primary emphasis on teaching students  
The good faculty, strong students and quality programs

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Professionalism, working with students, contributing to higher education

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Quality of faculty.

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Quality of the students and collaboration within my program for professional education

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Respect chair of my department has for the other faculty members and me.

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Schedule flexibility.

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Sense of community; respect and caring for students and institutional mission; balance of teaching-research-service; flexibility for professors to excel in variety of ways

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Setting and some level of openness to change

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Size and ethic of sustainability. This institution has been through some rough patches during my 22+ years here, but with increased attention to communication and our mission, it seems to be better. Also the employment of more women in top positions seems to be helping us move past the formerly male- good ole boy network.

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Small community

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Small town setting

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Social support by colleagues and friends

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Some colleagues.

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Strong faculty. Emphasis on sustainability and efforts to be a leader in this realm

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Students and Friendliness of the staff

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Students, department colleagues.

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support for quality teaching and research, great colleagues, support for working with community partners, dedication to sustainability

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Support from admin, autonomy

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Supportive and inclusive environment

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Teaching and mentoring students seeking education in my area of expertise and passion.

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teaching comes first = student-centered

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teaching the students.

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Technology support and encouragement of online learning; available university facilities and resources

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The ability to define myself as a scholar and the flexibility in my schedule

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The ability to have a healthy work/life balance, and level of autonomy I feel I have in my position.

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The ability to pursue individual teaching and research interest areas with the necessary support to do so.

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The academic environment.

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The autonomy and flexibility I have to do my job.

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The balance of research and teaching.

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The balance of research and teaching. People are nice for the most part.

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The collaborative, supportive work environment

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The colleagues in my department and the students.

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The colleagues in my department are wonderful. The college in which I teach is exceptionally well-run and supportive. Wish the rest of my friends across campus could say the same.

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The colleagues in my department. Flexibility to meet the various demands of my job.

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The collegial atmosphere and willingness to collaborate and share.  
The common underlying commitment to our students and the environment.  
Great natural setting unfortunately being marred by uncontrolled vertical growth.

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The commitment to intellectual inquiry, open dialogue, collegiality, and sustainability.

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The commitment to keeping class sizes small allows for more individualized interactions with the students.

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The community

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The community of faculty that I work with spend a lot of time getting to know each other and form mentoring relationships. I appreciate not having someone micromanage my work and my time on campus by setting arbitrary rules

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The congenial and supportive colleagues in my department are my family.

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The cooperative work atmosphere among the faculty in my specific department. I have also had very fine immediate supervisors in my time at ASU.

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The culture - people seem genuinely happy to be here.

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The culture and the values. The chancellor has worked hard to value faculty.

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The culture is unique - the commitment to students and transformational learning experiences is phenomenal.

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The culture is very warm.

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The culture of the workforce and the location.

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The culture within my department and the Boone community. People in my department are supportive and engaged, making coming to work a joy most days. And the community is incredibly supportive and focused on making Boone a wonderful place to live, in terms of social justice, environmental sustainability, and leisure activities.

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The culture, collaborations, and camaraderie in my department, college and other colleges.

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The culture, passion and overall desire to "serve" is the best attribute.

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The department's collegiality, department chair's respect and support

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The difference we make in students' lives and working with my colleagues in general.

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The diversity of faculty backgrounds and the emphasis on engagement with students, who in other institutions sometimes seem to be the afterthought and research seems to be a more singular focus...which I find disheartening.

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The employee benefits and supports from other departments that help us grow as faculty and researchers.

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The engagement of students and collegial colleagues.

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The enthusiasm of our students.

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The enthusiasm of students.

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The Environment

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The environment is stimulating and intellectually engaging. My department is well supported by the university. I love how proud parents, alumni, retired employees, and the administration all feel about Appalachian (this is especially apparent during Commencement). I have excellent salary, benefits, and day-to-day working conditions. At times during my employment here, I have had senior administrators express direct appreciation to me for work that I've done. I have had compassionate consideration and help during difficult times.

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The faculty and staff who care about the students.

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The faculty in our department work very well together and are very willing to help each other.

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The faculty, staff and students work together to create a unique culture of excellence!

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The faculty.

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The feeling of community and family and focus on students' needs; everyone I've talked with wants to help and make things better

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The flexibility

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The flexibility I have in selecting my teaching schedule.

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The flexibility of my position, friendliness of the people, support from my department chair and from my program, and the fact that research is only one piece of the P&T puzzle rather than the focus.

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The flexibility that allows us to do what is best to teach the students.

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The flexibility to work from home when I'm not teaching, and to do what I want in my classes.

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The flexibility to work how I need to work. I have a certain say over my hours and projects, so I feel like my initiatives are not bogged down in red tape.

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The folks in my department - faculty, NTT, staff, maintenance and cleaning, IT. This is a great group, and we pull together (which I've heard isn't true in all departments).

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The friendly and outgoing culture of my department. It's quite unique.

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The friendly environment outside of my department and the opportunities to work with folks in other departments.

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The good people and the beauty of the location.

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The high quality of the individuals in my department - they are highly skilled and qualified and they are also wonderful human beings. In addition, there has always been a feeling of close community at Appalachian. I was a student here and now I am a Lecturer and have always felt it is a special place in that way.

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The institution is held in high regard in the community. Tremendous potential and poised for growth, especially in the area of health sciences. Committed faculty and staff--dedicated to students and their learning.

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The institution is well managed. In comparison to other similar institutions resources are comparatively plentiful in my discipline.

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The institution's commitments to sustainability, social justice, and global engagement and my outstanding colleagues. I also love my department because I work with very talented, creative, engaged people who are doing excellent work with students, for our campus community, and in terms of community outreach.

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The interaction with colleagues and students.

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The leadership in my department encourage my scholarly endeavors, even though I am teaching faculty. My input is valued in my department.

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The leadership is always quick to respond when I have questions.

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The legacy of our programs as innovative and high quality.

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The liberal arts focus, balance of teaching and research, encouragement to focus on mentoring and providing "real-life" education to students.

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The locatin

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The location

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The location (I'm here because of Boone and Blue Ridge, not particularly because of the institution itself.)

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The location and the generally friendly and helpful colleagues.

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The location is what keeps me here. Love this area of the country!  
Mix of research and teaching (however, the teaching loads are too high to expect us to be able to meet those research expectations)  
Parental leave benefits are outstanding.

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The location. And the friendliness of my colleagues.

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The location; the aspiration (unfulfilled) to emphasize teaching.

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The maternity leave policy for faculty.

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The opportunity to work with and teach and learn from some very fine young people

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The opportunity to work with students.

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The people are inviting, professional, and genuinely interested in our students, our State, and each other.

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The people I work with and getting to interact with and mentor students.

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The people I work with are committed to the goals of the department and to each other.

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The people I work with in my department.

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The people I work with.

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The people I work with. Wonderful colleagues and great programs. Effective leadership.

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The people in my department and the students.

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The people that I work with are genuine and honest.

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The people, both colleagues and students.

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The public commitment to social justice.

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The quality of the students.

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The relationships I have been able to form with some students and with other employees.

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The sense of community and recognition of work/life balance.

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The sense of community within my department is very strong, and I love my colleagues.

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The specific college in which I teach is very team oriented and transparency from the Dean down is very good. Generally we are very autonomous in our teaching, but are supported very well by our department and college.

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The strong sense of community and kindness of the employees are two highlights of working at this institution.

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The students

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The students and faculty and staff that I work with. It's a very open and caring community.

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The students are great and desire to learn, I also enjoy the cross-department collaborative programs I participate in.

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The students are inquisitive and enthusiastic. They make teaching here a pleasure. Also the service requirements are not too intense--it allows me to keep up with my research.

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The students I teach.

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The students! They are truly fantastic--motivated, involved, and kind. I also appreciate the flexibility in managing my own schedule and time, and the true ownership faculty has over the curriculum.

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The students, teaching, and the intellectual climate

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The students, the location, and good colleagues.

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The students, the location, many of my colleagues. The focus on teaching.

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The students.

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The students. Most of the students have an interest not only in getting a degree, but in making a difference in the world around them.

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The students... they are incredible.

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The support I get from chair, dean and colleagues. A great location for outdoor living

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The threefold combination of job-satisfaction (I really enjoy what I am allowed and required to do), location (I love the mountains of NC), and student personality (ASU students are some of the sweetest, most engaged students I have had the good fortune to teach).

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The town and the community outside of my department.

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The Values of the institute and the work-life balance.

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The values of the institution are special: it's a big place, but it values people and relationships like a small place (though this has gradually decreased over time as I've seen increasing corporatization over my time here).

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The way it used to be.

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There are people who deeply care about the students and the educational goals of the university. The administrative leadership CAN BE supportive and responsive and seem to have been working those issues in the past year (2017). The students are wonderful and many of the people who work at the institution are committed to the work of higher education -- creating an informed citizenry, making the world better through thought and action.

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There are some really good people and it is physically a nice work environment.

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There is a culture that accepts/allows a greater degree of individuality that what is found in many business and some educational institutions. (I have a background not only in business, but teaching in secondary & community college settings.) While I teach standard classes (mainly Gen. Ed. and some sophomore-level entry classes), I have rarely felt constrained to teach materials/concepts that I do not personally agree with or are outside of the professional mandate of my academic background. This high comfort level in the classroom positively affects my relations with students: I can model enthusiasm for the material & openly discuss alternative ways of looking at/analyzing topics without getting into 'right & wrong' scenarios.

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This institution is a good fit for my professional and personal life.

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This institution really cares about its students. Particularly the "older" faculty go "beyond the call of duty" to ensure the overall care for their students. Also, the "older" faculty really try to create a true democracy on this campus.

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This university is highly valued within the region and we attract well-qualified students.

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True career balance----valuing both teaching and scholarship, and many service opportunities.

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Value placed on teaching; the collegiality.

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Very helpful coworkers and supportive department

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We have a supportive department and chair, and despite some very strong and differing personalities, all get along well and help one another out which makes the work environment very pleasant. We have a wonderful student body, they are a pleasure to teach.

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We have fabulous students. I love the area, and the local schools.

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We have wonderful students, faculty, staff and administration in my particular college (Fine and Applied Arts). I also believe strongly in the university's mission statement and believe we provide a high quality education that addresses important needs in our community/nation.

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We have wonderful students.

I have had opportunities as a faculty member to work on university-wide committees that allow me to learn about the institution and work with staff, faculty, and administrators from across campus.

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We seem to be headed in a good direction with transparency across the university. Our Chancellor is excellent, open, progressive and attends to issues that need her attention. She also supports start-up initiatives that promise to help the mission of the university and ultimately the comprehensive education of our students.

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We're a strong community.

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What I appreciate most about working her:

The fairness and support of the chair of my department

Flexibility

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What we're trying to do is important and necessary, and we're doing in it reasonably well.

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Work balance (teaching, research, service), work-life balance, community.

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work life balance

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Work, life balance

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Working with fellow dedicated faculty who are passionate about students, research, and service. The students themselves. There are many offices on campus to support faculty and students. The staff are wonderful. The administrators are pretty good too.

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### **What would make this institution a better place to work?**

- Institutional commitment to education that was not based primarily on pleasing the latest state of GA leadership, satisfying accreditors, or bowing to mindless corporate paradigms and "education reform" inanities;
  - A Board of Governors and state leadership that cared about education.
- 

1. Stop pretending that we are a safe and open campus for the discussion of ideas. We all know that a white, Christian, conservative, heterosexual male better shut up. His views are intolerable. Our fictitious "tolerance" is only for far liberal positions. The university community is only tolerant of that with which they agree. This is embarrassing.

2. One of our greatest strengths is the friendliness among faculty on our campus. One of our greatest weaknesses is that this friendliness leads to faculty being tenured and promoted when they have not earned such. The tenure/promotion expectations across the departments are too inconsistent to make any sense.

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1. A clear and generous dual-career policy with clear opportunities for promotion.

2. Smaller class sizes. 36-40 in a general education class is too large, for instance. Large class sizes are a barrier for student success at Appalachian State.

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1. Faculty in CAS are severely underpaid. 2. Senior leadership seems to function through a system of favors or a (now gender neutral) "old boys network." Long held alliances are stagnating innovation and driving out new talent. Hold deans accountable for poor decision making. 3. We need real faculty governance, rather than lip service to this goal. 4. We need

better ways of removing ineffective and toxic departmental chairs. 5. We need greater support for research, including better start up packages, pre tenure leaves, course release opportunities. This would significantly help with retention as well. 6. Improve health benefits - these were cut, while costs went up. That is effectively a salary cut. Transgender health care was also cut, which will harm retention and should be understood as a form of discrimination. 7. Hold departments accountable with serious repercussions for policy breaches in promotion and tenure decisions. 8. Increase reliance on tenure track faculty and decrease reliance on lecturers.

- 
1. increased focus on research
  2. high profile international speakers

- 
1. More QUALITY child care!!!!!!
  2. More faculty in our department
  3. An assistant for the Lucy Brock Child Developmental Laboratory School at ASU. We are having to turn down opportunities in the community and on campus to expand because one director cannot do it all by herself.
  4. That the state of NC would stop partnering with private companies (e.g., Pearson-edTPA). Some universities are using a whole course to prepare students for edTPA. This is a travesty--to take away curriculum time to teach students the formatting for edTPA. This goes against everything I have ever learned about education. Now you are asking Universities to take class time to teach to the test.

- 
1. MORE STATE FINANCIAL SUPPORT with less meddling from BOG and legislature who know nothing about higher ed and merely have political and self-serving motives!
  2. Better pay (as a full professor my pay is not competitive or adequate) and more research support: travel money for conferences and research; guarantee for OCSA every six years (per UNC allowance) for faculty with research projects, with adequate resources for depts to cover teaching needs for faculty on leave.
  3. Curb growing dependence on contingent faculty: if teaching need is there year after year, do the right thing and hire a qualified tenure track faculty member via a national search.
  4. More aspirational vision- for years ASU has suffered from a "small potatoes" mentality. There are some incredible faculty here (research and teaching), but we need chairs and deans and other administrators who have proven their own accomplishments in research and who are from aspirational institutions, not institutions that are lesser than we.
  5. More real emphasis on diversity instead of lip service. Realize that diversity means more than African American (although that is imp). And do something real to address the rampant sexism here, which manifests in implicit and explicit ways. There is real glass ceiling for women in many ways here.
  6. Don't think that online education is going to be some sort of panacea. To do it right is very expensive. Personal interaction is very important, especially in today's society when kids' interpersonal skills are declining due to technology anyway.
  7. Stop merely passing along folks for tenure. Enforce peer review. Create college or university promotion and tenure committees. Too many people get tenure who are not producing, or not producing peer reviewed/juried work. It is offensive to those of us who do excellent research.

8. Way too much service and empty assessment.

9. I really feel that the past 10 years have seen ASU become a place where mediocrity rises to the top. It's demoralizing.

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A better organized department with adequate staff. More use of individual talents in areas of expertise.

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A better sense of teamwork. I feel very isolated at work.

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A better understanding by the university that not all departments can quantify the type and amount of work in the same ways. Also, the enormous difference in one department's salary from another's is in some cases incredibly disheartening. I work in a department that by its nature requires work at night and on weekends. Yet my department's salaries are FAR below others with more traditional structure.

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a better working environment / office

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A change in our higher administration.

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A clear path for Non-Tenure track faculty to advance. The pay definitely needs to be better - in today's economy the pay as a non-tenure track faculty, even after 14 years here makes it difficult to do a lot of things because of financial constraints. For example buying a house or going on a nice vacation are very, very difficult given the salary. I am certainly not looking to get rich - but after 14 years I should be able to take a nice vacation or afford two cars without stretching the budget. And then there is the issue of sending my own children to college!! Examining the cost of living and the remuneration of the faculty should be a priority.

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A commitment to intellectual excellence, competent senior administrators, and an institutional overhaul of governance and financial management structures.

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A culture where employees connect to each other more often.

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A great deal more support for faculty with heavy research profiles, support for spousal hires.

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A mission with clear and high aspirations for the institution's future along with a plan to implement them

As a large academic institution, a greater emphasis on research and more balance between research and teaching

Refurbished facilities and teaching venues appropriate for the student population  
More extensive benefits

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A more diverse faculty, staff, and student body.  
Cleanliness of older buildings.

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A more equitable institutional budget would allow competitive salaries (for faculty and staff) and adequate operating funds.

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A program-level review of enrollment and revenues rather than a college level review when determining the budget allocations. Also, having a budget before the 2nd quarter of the fiscal year would be beneficial.

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A small sub-group of my colleagues have a "chip-on-their-shoulder," due to past conflicts our administration. As a result, they are automatically resistant and combative when asked to do anything that comes from a level higher than our department. This can foster complaints that are completely unproductive and not needed. In short, these few individuals need to get over the past and focus on looking to the future.

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Absolutely crucial = a promotion and tenure committee above the department level. The lack of this is a poison that undermines half the questions about "quality" on this survey.

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Adequate number of faculty and staff to reasonably accomplish the work of our department.

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Although I feel that the University provides flexibility for faculty and recognizes academic freedom, this is not equally translated across all departments. This should be assured across colleges and departments. Also, support staff for the University have suffered over the last decade due to continued budget cuts, necessitating faculty to take on additional responsibilities that are not calculated into their workloads or job descriptions.

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Although the university says it favors a balance of teaching, research, and service, I feel my teaching and service obligations far outweigh the time I have to devote to quality research.

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An online faculty evaluation process that uses MUCH more carefully crafted questions that can more accurately reflect student experiences and which don't use the extensive resources (both supply and staff related) that paper evaluations use.  
A pay scale for adjunct and NTT faculty that adequately competes with other institutions.

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Annual raises above the rate of inflation/cost of living

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App State could be improved by (sorry for being so frank, here):  
adding time between classes so half my class doesn't show up late because they don't have enough time to get to their next class  
enforcing the smoking policy (we value sustainability here, right?)  
hosting more recognized, big-name, speakers/entertainers  
only having 1-2 large summer orientations for students instead of 20+  
keeping the old summer teaching rules regarding full class sizes/pay  
more recognition of good teaching  
offer intensive winter classes  
make mandatory 1-credit professional development courses for all students early in their college career

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as an NTT teaching of writing, I put in way more than 40 hours/week  
my job would be more manageable if I had fewer students and was paid better

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As typical in higher educational settings, it would benefit the institution to examine and directly address the dynamic of academic bullying that is experienced by staff, faculty, and administration. Currently, everyone I know in any university position (staff, faculty, administration) is either concerned that they will lose their job due to politics or is considering leaving their job because of the enormous amount of stress and expectations placed on them both within and outside the university. In particular, North Carolina needs to provide more money to its public institutions in order for them to continue to provide quality education for everyone.

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ASU has a long history of "doing more with less." Faculty and staff are consistently underpaid and our research is underfunded compared to many of our sister institutions. We lose colleagues every year because they get tired of fighting the college and / or university for minimal research funding when they are generating credit hours at two or three times the rates of faculty at other institutions with similar tenure expectations. I am concerned about cuts in travel funding when we (as an institution) require new faculty to produce x products before they are eligible for tenure. Should our newest faculty, who typically have the lowest salaries, be expected to pay for travel out of their own pockets? Additionally, many of our classrooms have broken chairs, lights that don't function, white boards that are so old they don't work anymore, etc. It is hard to explain to a student that he or she will have to sit in a broken chair for the semester when the university has found the funding to buy a multi-million dollar scoreboard for the football stadium. While I understand that the money comes from different pockets, our primary charge as an institution is to educate our students. If we don't have money for functional classrooms or to support faculty, we (as an institution) should fix these issues before we worry about a fancy new scoreboard at the stadium.

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At the risk of sounding greedy, our pay has not kept up with inflation or market value of our skills. This impacts not only the present, but the future value of our retirement accounts. There were many years when we got no raises at all, and recent raises have been small and don't

reflect actual differences in either merit or market. Compression is a serious issue. We are increasingly asked to do more in terms of teaching, scholarship, and service with no added compensation in terms of either time or money.

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Availability of tuition waiver for dependents, availability of sabbatical (OCSA IS INSUFFICIENT), GREATER RESEARCH FUNDING, BETTER HEALTH INSURANCE BENEFITS, MORE LIBRARIES.

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- â€¢ improved benefits
  - â€¢ greater support for student research
  - â€¢ increasing the infrastructure and work force to support increasing student numbers
- 

Being more open to and accepting of more conservative views and opinions. Conservative thoughts and views are openly criticized as being racist or bigoted. I think there is a disconnect in some policies when you are dealing with issues of sexual assault on campus and then the university endorses a "nearly naked run" on campus with students running through campus in their underwear to support a clothing drive for the Hospitality House. You do not put a line of cocaine in front of an addict and think that it would not be a problem.

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Being paid fairly for the degree that I have (terminal; PhD) and the work that I do (full-time, non-tenure track faculty member who teaches at least four classes and does administrative work). I could make more money as a shift manager at Waffle House (obviously, teaching comes with other non-monetary benefits, but it also seems ridiculous that I can't afford to responsibly start a family given my level education and expertise and the quality of my work at the institution for which I have always exceeded expectations on all annual evaluations).

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benefits (esp. health care) are quite terrible. The base salary for most professors (except business professors!) is modest, but the high cost of housing and health care really deflate net income. It is very difficult for a non-business professor to live within a reasonable distance to campus and raise a family in this community on a single income.

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Better access to published research articles for research work.

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Better allocation of space. We are crammed in like sardines in our building.

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Better benefits especially as relates to the cost to cover spouses/families

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Better benefits, a chair who doesn't play favors, a look at the grievance process (it is NOT in favor of those who grieve, more equality of recognition on the part of the chair, a chair who

works for and listens to ALL faculty and not just for those who have personal issues (which he does do)

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Better benefits, better/more space for offices/classrooms, pay that is on par with peer institutes.

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Better benefits--specifically, healthcare costs are un-affordable for non-tenure track faculty who have a young family and a spouse who does not have a job. This is a recruiting constraint. Allow faculty members to roll over any of their three annual tuition waivers which will not be used by that faculty member to a member of their immediate family. A possible boost to recruiting high-quality faculty.

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Better benefits...

- Every year the cost of health insurance, dental insurance, vision insurance, disability insurance, etc. go up in what employees are required to pay and the coverage continues to drop.
  - Options for children of employees to attend the university for free or at a significantly reduced rate (for Recruiting Purposes).
  - Options for assisting working spouses to find employment (for recruiting purposes).
  - Options for faculty housing given the unusual local real estate market (for recruiting purposes).
  - Better options for retirement financial plans and retiree medical and dental insurance (for recruiting purposes).
  - Regular review and adjustments of faculty salaries to bring them up to market levels with peer institutions and adjustments to keep up with the annual cost of living increases (non-competitive salaries that are well below current market value make it very difficult to recruit faculty and keep them long term once they join the AppState University family).
- 

Better care of money. Every year, my contract is incorrect. And I often do not get paid for some OTP and have to track things down. The people who handle the money mismanage it grossly.

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Better career opportunities for non-tenure (non-phd) faculty. This is really a dead-end job at this point and yet some of the best, most engaged faculty (especially in teaching) are in this category.

A promotion plan that was fair and had several steps with significant financial reward would help NTT's not feel like second class citizens on a daily basis.

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Better chalkboards.

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Better communication and consultation with the faculty by senior administration; some semblance of real shared governance; a chair who follows the handbook and who is reprimanded when he doesn't; a grievance process, ASU's is irreparably broken.

Someone should be paying attention. Chair ignores policies for tenure, promotion, hiring, loses PTC minutes and votes. If we had real grievance process perhaps there would be checks on these things.

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better communication by senior administration, specifically the Chancellor. As well, the Provost and Vice Provost need better and more clear communication with Chairs, and more transparent and consistent adherence to policy. Currently, the interpretation of the Faculty Handbook and the adherence to university policies changes depending on the day and the situation.

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Better communication of what the institution stands for from the administration. Where is the fire? Everyone is playing it safe. How are we responding to things in the news? For example, with all the discussion of the sexual abuse of athletes, I would have expected a statement from the administration.

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Better decisions by Department Chair concerning teaching assignments

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Better departmental leadership, more proportionality in faculty hires. In my department, the largest sequence (one of the largest majors on campus) has the fewest faculty. This places a strain on the faculty and causes a low retention rate for faculty

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Better facilities (specifically, in art), better access to affordable child care and transparency in the process (my child was on the waiting list for nearly 4 years for campus day care!), meaningful merit raises to recognize exceptional work, effective recruitment of a more diverse student body and faculty.

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Better facilities and pay would help greatly. Many of the buildings are quite old and need renovations. We also need more new academic buildings to continue to meet the increased enrollment at the university. higher pay or at least consistent raises would be helpful to recruit and retain good faculty to further the mission of the university.

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Better facilities for classrooms, more space to hire new faculty, better lab space, better startup funding for laboratories (we are NOT competitive in this regard).

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Better facilities that aren't an embarrassment when hosting visitors and potential new faculty. Windows that work, blinds that aren't mangled. A work environment with comfortable and controllable temperature. Better traffic/pedestrian flow and safety.

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Better facilities, better attention to salary parity across the institution

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Better facilities. Its truly embarrassing to teach architectural studies to students in a building that does not meet basic code.

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Better health care plan

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Better health insurance benefits. I was very satisfied with the Consumer Directed Health Plan. I an extremely dissatisfied with the current options (paying 50% more for less coverage). The current system is government-corporate cronyism at its worst. There should be a competitive bidding process to find the best benefits package for STATE EMPLOYEES, not the best package for BCBS.

Tuition waivers for family members of faculty. This is a benefit that most other state's public universities offer and private universities everywhere offer.

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Better health insurance. If there are medical emergencies, the deductible and out-of-pocket max are extremely burdensome.

More support for research and creative activities. Conference and research funding, for example, help to strengthen our research work, but we are prohibited from going to national conferences by the money.

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Better infrastructure to support teaching and research. Classroom space could use improvements. (Whiteboards instead of chalk boards in large lecture rooms, for example, so that students beyond the front rows can read the board.) More release time for research. More financial support for research, including larger pots of money. The expectations for tenure should be balanced with respect to institutional support. As enrollment increases, time spend teaching increases (reducing time for research), yet research expectations remain high. Pay raises to boost salaries, so that faculty are paid similar to colleagues across the country, would go a long way to increase the quality of life.

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Better leadership. Better faculty. Better resources. Better pay.

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Better medical benefits that don't cost an arm and a leg. Truly shared governance, and not just lip service faculty governance. They listen, but they don't actually care what we think.

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Better medical benefits, more effective spousal hiring policies that would allow us to retain faculty, and a better acknowledgement/understanding of what it means to be a school in Boone, NC, which is fairly isolated from metropolitan areas. This poses unique challenges to faculty, faculty retention, families, etc. that I feel are not sufficiently acknowledged.

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Better pat, beneficia

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better pay for NTT faculty & three years contracts

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Better pay and benefits, better office and classroom space.

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Better pay and benefits, particularly medical.

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Better pay and benefits.

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Better pay and benefits. Everything else is just hot air.

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Better pay and benefits. Though pay is close to satisfactory, the out of pocket cost of insurance is astronomical compared to my previous institution.

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Better pay and better benefits would improve working conditions. I think the administration is often too risk-averse and waits too long to take stands on vital issues which foments dissent in the meantime. I believe that there are people at the university who are incompetent or malicious and the institution has no good way of dealing with them.

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Better pay, better benefits

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Better pay, improved tech support and tools (a course platform easier to use and better than Moodle, tech support for online teaching, additional podiums in rooms that we use as classrooms every day)

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Better pay, more opportunities for advancement for non-tenure track individuals.

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Better pay.

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Better pay. Our pay is low within the UNC system and when compared to comparable institutions.

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Better pay; more travel support; more research support; more space; more faculty; a clear understanding of what level we truly are (RI, RII, Comprehensive I); more educational support for dependent children (tuition waivers to attend any UNC university or the home institution only)

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Better physical resources, buildings, more interdepartmental research, more research funding help.

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Better recognition for the work the NTT faculty. They teach the most classes and see the most students. They are consistently taking steps to engage in innovative and meaningful teaching. Being published is important but our goal is to educate- NTTs are not respected or recognized for the amount of dedication they (we) have. (It must also be mentioned that the pay is less than a grade school teacher earns.

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Better research support staff that are more knowledgeable regarding submitting and executing grants, larger start up funds, teaching release for research active faculty, equal distribution of service among all faculty members, better benefits, child care options, larger salary.

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Better salaries

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Better salaries. Cost of living is atrocious.  
Recognition of accomplishments, not only for the business and sports faculty.  
Less administrative positions, better scholarships for students and salaries for poor faculty.  
My position is paid 25K more in the very same UNC system for same experience. Disparities are shameful and makes it impossible to like the place.

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Better state governance that placed a value on education, from k-12 to higher education.

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Better wellness facilities.  
Drop football.

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Better, well equipped facilities would make this institution a better place to work. There is also a large need for space in the Art Department to be able to teach a more diverse curriculum that is in line with current teaching standards.

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Bigger annual salary increases in percent.

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Brand new, state-of-the-art facilities???

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Bring back Bindu Jayne -- we have terrible problems with diversity, and with the mistreatment of our most vulnerable students. In general, we need to place our students first (go back and count how few of the questions here had anything to do with how we treat our students. As faculty, how my students and colleagues are treated has a lot to with with my own ability to engage effectively)

Respect for tenure. Better pay, better benefits. Less reliance on NTT faculty and more available TT lines. Expectation for research and resources for research that match. Respect for research products that go beyond the journal article.

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Bring back the consumer directed health plan.

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Bullying of junior faculty, staff, and others occurs on the part of some department chairs and tenured faculty and is condoned. There needs to be an ongoing initiative to discourage and make people accountable for bullying others.

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Cannot think of anything at this time.

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Capital needs are addressed fairly satisfactorily, but improved state funding would improve other, important resources such as technology upgrades, part-time instruction assistance, etc.

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Chancellor seems detached and distant. Hardly ever see her. The institution needs to be about more than just sustainability. It's ungenueine to try to make every discipline fit into that mold.

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Change in senior leadership and stronger commitment to support research, creative endeavors, and graduate education on campus.

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Change leadership - especially the Provost and his minions, like the Head of our Department!

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CHILD CARE!!! Your choices are crap in the community or a waitlist a mile long for Lucy Brock. I don't want day care, I want quality early childhood enrichment. For ASU to be a 'teaching' college, it really lacks education for our youngest mountaineers.

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Clear institutional goals that reflect reason and common sense. Every 3 to 5 years we seem to have a new set of administrative goals, most of which are nonsense and most of which conflict with the last set of goals. So, which set of hoops are we jumping through today? Oh, you say this is 'very important,' well, I doubt that. Meanwhile, year-by-year, our students seem less prepared, more entitled, and less willing to put in the work to succeed in class.

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Clear strategic planning and vision from university senior administration. Visibility of senior administrative team and interactions with faculty beyond faculty senate.

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Clearer understanding of the budget overall. The university is full of fake facts or lore around the budget. Examples: "These funds can't be used for that thing or once transferred out of this budget line to that budget line, the funds can never be transferred back." Often when these 'rules' are pressed (and pressing isn't encouraged), the 'rules' are found to have been true 15 years ago, but are no longer the true. Overall too much important information to function well in this budgetary/policy environment is relayed indirectly or with obtuse policy manual updates.

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competitive pay  
adequate teaching and research facilities  
opportunity for spousal hire  
eliminate football drunk-fests on campus

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Competitive wages, increased diversity, opportunities for team teaching and student experiential learning

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Conditions of studio work spaces: our department has lamentably bad facilities. We also do not support junior faculty enough in their research. Great student and faculty diversity is necessary.

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Consistent application of policies across campus.

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Continue to fulfill the mission currently set. Strive for a more inclusive and innovative campus.

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Dealing fairly with all employees. Some are very negative, and that affects the moral of the department.

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Dedication to primary purposes: teaching students to think well and engage responsibly; shedding political correctness and diversion of the liberal "social justice", "sustainability", and "diversity" agendas that undermine rigor and educational quality. Currently, there is little academic integrity, all in the name of liberal drivel

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Demand for excellence from staff members. Too often expectations are kept low.

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Different senior leadership. Not communicative, little or no leadership skills, lack of knowledge about being effective administrators, lack of respect and support for women leaders. Tolerates unproductive and demeaning treatment of staff and other leaders. Too much emphasis on coddling a few faculty at the expense of others. Won't stand up for what is right, just what is convenient to keep their jobs.

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Diversity

Consistent application of the faculty handbook across all departments, programs, etc.

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Diversity and increased pay.

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Easier access to child care. More programs to bring people together, mixers, especially for new faculty

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Easier walkways between buildings. As a person who has to go to several meetings per week, it is tiring to walk up and down the hilly walkways to other buildings.

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Equal pay.

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Equity and treatment of staff who don't have the same benefits as faculty or EHRA employees

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Expansion of our school's building facilities. We have more than doubled the number of students in our school since the building was constructed more than two decades ago.

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Facilities improvements; wage increase to match my colleagues in other comparable positions

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Facilities need updating. E.g., Heating/Cooling system in Peacock is poor.  
Better annual raises.  
Better research support in terms of access to data.

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facilities--our department does not have adequate classrooms for our growing student population (majors, minors and others who want to take our courses)

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Faculty pay (especially outside of Business) is abysmal and something the System and Legislature should be ashamed of. This extends to broader funding issues, and unsophisticated fiscal decision-making by Academic Affairs that focuses on college-wide SCH instead of looking at programs. As a result, high-growth and high-revenue programs are denied desperately needed resources because of an unwillingness to address the complexities of institutional finance decisions. Medical insurance co-pays are much higher than anywhere else I've worked, especially when I'm paying extra for the 80/20 plan. Having to pay \$85 to see an in-network specialist is criminal, and the prescription plan has been nothing but bureaucratic hurdles and unannounced changes in drug pricing. The previous institution where I worked had \$0 monthly premium and in-network specialists were only \$25, so surely the UNC System can do better than what we have now (and that does NOT mean making the 70/30 plan the only option - it's a very inferior plan).

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Fair and consistent treatment of faculty. The different types of faculty positions (TT, clinical faculty, research faculty, etc) appear to have different rights and standing within the university, which can make some faculty members feel under-valued and damage team morale.

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Fair and equitable wages. The discrimination by gender is marked in my department and no complaint has ever achieved getting it addressed appropriately.

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Fair pay consistent with parallel institutions; better benefits; appropriate balance of academic obligations and service commitment; better funding for attending conferences

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Fair wages for all employees and equal respect among all employees.

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Fewer administrators and more focus on student services and well being. A number of (seemingly meaningless and unnecessary) administrative position have been added over the past several years. At the same time there has been no meaningful increase in physical or mental health care providers for students at health services or the counseling center. The infrastructure for such services also needs to be improved. For example, there aren't enough offices/treatment areas. Students often have to wait weeks for mental health services. Our focus should be on students, not on administrators or the football team, but there is all too much emphasis on those things.

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Flexibility in schedule for persons who are forced into an 8-5 work time-frame. It is practically impossible to get anything done for my life outside work during regular business hours without having to use leave time. Realistically, with the difficulty of finding a parking space if you vacate one, this is a 9 hour day, not an 8 hour day. I am here for 45 hours each week, not 40. For offices with enough individuals, it would be very helpful to have flexible scheduling so (as an example) a person could routinely leave at 3 or 4 instead of 5 if they come in at 7 and skip "lunch" which is often a snack at my desk; conversely a person could arrive at work at 9 or 10 and work until 6pm. Some variation within those parameters that one can document should be acceptable as well. There are also tasks many of us can perform at another location (work from home for example) particularly during inclement weather. It should be encouraged that people stay off of dangerous roads without having to sacrifice leave time (or stay home when they are sick with something contagious). Speaking of which.... what is this "condition 2" nonsense? We are forced to use leave time when it is considered too dangerous to come to work, in fact we are NOT ALLOWED to come to work during condition 2 yet we have to claim leave time and 'make up' the time somehow IF we are lucky enough to have a supervisor who approves it. Again, this should be an easy choice for an employee rather than a special arrangement that needs to be made on a one-case-at-a-time basis with no assurance they can make the time up. In today's technological world, being chained to ones desk for an entire day is outdated and frankly demoralizing. Give us the freedom to move about so long as we accomplish our tasks appropriately and document our time properly.

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Focus more on research activity. Less teaching load.

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Focusing on the the great programs and colleges that already produce wonderful graduates and research and not wasting huge amounts of money on health sciences. We cannot do it all and in fact, our UNC system has told as much. We should focus on what we are good at and stop adding on programs that limp along and drag us all down. We should also have more open discussions on the strategic plan and growth of this university instead of allowing a few to make decisions on high. Finally, we should put as much respect and care for our students into our faculty and staff. Leaving in this area with such a high cost of living actually leads to downward mobility for many of the employees at this university. Thus, students are riding on the backs of those who are dedicated and work for peanuts so that can have better social mobility?? This is a problem.

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Folks in the role of chairs, need more "sensitivity" training. There have been at least three chairpersons in my experience as a faculty member that have said inappropriate thing pertaining to ethnicities, personal appearance, or employment status. For Appalachian to become a great "place to work," leadership at all levels must be supportive of faculty—especially risk takers creating new courses. Some chairs put too much emphasis on student evaluations of faculty to the point of criticisms that have nothing to do with the actual content of the course. An authentic system of evaluating faculty teaching is needed so that feedback is useful rather than threatening. Thank for the opportunity to express my opinion.

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For me, dental and vision insurance; affordable insurance rates for my spouse.

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For most part people are very professional, empathetic and caring.

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free parking

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Free tuition for children of faculty and staff

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Fundamentally, we need more support staff and they need a raise. better salaries and compensation for staff and faculty. the cost of living is outrageous for the region and yet university pay is not adequate for the reality of the housing market and transportation costs here. Also, more transparency with senior administrators and pay raises to employees rather than the chancellor. additional support for research is needed including improvements to the infrastructure to manage large grants, navigate international policies, and create a competitive environment to recruit research faculty. Also, our UNC system needs to loosen some of the red tape to spend and account for monies.

The controller's office needs to discover innovate ways to relax and implement policies which help the educational mission rather than hinder fund distribution.

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Funding for conference travel that is required but not supported through funding

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Gender equality. Pay equality.

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Get rid of the bullies on the faculty and in the administration. The back biting is toxic and unacceptable.

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Get the State legislature to enact realistic salary and medical plan funding.

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Getting paid a decent wage. We lost three assistant professors this year alone to better paying offers, and my salary is a joke. Having been here 15 years with an excellent record in teaching, research, and service, I make roughly \$7000 more than a new assistant professor (I'm a full). It's utterly ridiculous. To add insult to injury, the Chancellors keep receiving huge raises and the campus infrastructure is constantly expanding and upgrading. I know there are issues with what comes out of which pot of money, but come on. The faculty is clearly not a priority.

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Give AppState the appropriate resources and space we need to do our job the way that it should be done. We are constantly given the lowest appropriations per student, below the average for all UNC schools since 2006. We are asked to do more with less, as well as expected to maintain high quality research that competes with the R1 UNC institutions. Research with students and research products (i.e. peer-reviewed papers) are important criteria for tenure here, but I am asked to share a research lab with five other faculty members, all of whom have their own students working on research in this lab (which is sometimes used as a classroom for teaching class). This is unsustainable and highly disruptive to my research programme, which concerns me about whether myself or peers will produce enough research products to meet our tenure requirements.

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Giving more than lip-service to programs that are not "sustainability" or "global focused," having medical insurance that wasn't so costly for such relatively poor benefits

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Great authenticity and integrity, especially among administrators.

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Greater appreciation for diverse contributions of faculty who are great teachers and provide excellent service but who may not be superstar scholars

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Greater clarity on how faculty are to evaluate dossiers as opposed to just CVs. Deans do not seem to be on the same page as to if both are actually important.

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Greater commitment to diversity of faculty: recruitment AND consistent, comprehensive focus on culture change to retain them and help them thrive.

Greater commitment to racial / ethnic diversity in recruitment of senior leadership.

Representation is of first importance: until that problem is fixed, none of our other commitments are credible.

Greater commitment to the racial / ethnic diversity of our student body.

Improved health insurance.

Greater infrastructure to support those faculty who seek and secure external funding. The members of that office with whom I have worked are excellent at what they do, but there are not enough of them, and they are overworked and backed up! We need parity between the research game we talk and what we are able to support.

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Greater resources for serving students, namely more faculty and staff positions, whose numbers have been outpaced by the rate of student enrollment. We are trying to do more with less resources.

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Greater sense of community across departments and colleges

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Greater support for research. This institution will gain in recognition through our contributions to research. I feel that I could be considerably more productive in my research if my teaching load were reduced. Even a 3/2 teaching load would make a considerable difference in my research productivity.

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having adequate staff support (outstanding staff are often stretched to cover too many responsibilities--and that has a ripple effect everywhere)

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Having some of the former administration here.

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Help new faculty find housing.

Offer child care through the university.

My department's building is outdated and there are departments that work in far worse conditions.

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Higher pay (raises have been low to non-existent since I started here in 2009), better computer classroom access, better access to technical training that is concentration-specific.

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Higher salaries for faculty and staff. Additional travel funds for faculty research and conferences. Better health insurance with faculty with families.

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Higher salary

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Higher salary

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Hiring more tenure-track faculty to improve the balance between research and teaching.

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Honoring accomplishments of faculty

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Hourly employees - SHRA - should be paid better. Seeing them also work at Wal Mart and other places around town tells me that we aren't paying them a living wage.  
Less emphasis on growing the football team.  
Physical facilities, and even sidewalks are badly in need of upkeep, routine maintenance. We live in a more extreme climate and the damage to the facilities is obvious. Sidewalks are often dangerous from broken cement, etc.

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I am concerned that our administration, the GA, and the legislature view the UNC system as a support mechanism for football. Our mission is more extensive.

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I am happy here.

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I am satisfied with my job and find it fulfilling. If it were up to me I would like to stay here forever. The only thing that makes me want to leave is my husband's job situation. He has a Ph.D. with an active research agenda. He is also a good, versatile teacher. For the past 9 years, he had to work his way up from part-time adjunct professor to a full-time lecturer. On the one hand, we appreciate App State having the trailing spouse policy in place so he could have this current job. On the other hand, we find it frustrating that, although he has paid his dues, a promotion to a tenure-track position is nowhere in sight.

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I believe having ever revolving leadership who isn't invested in the culture of ASU is a problem. I've seen major changes and they aren't that great.

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I believe it is incumbent among us as individuals to make this university a better place to work. I believe the structures/systems are in place, but sometimes individual personalities and motives, can make it difficult to feel comfortable and supported here. This is the only job that I have ever had where I feel as if I have to watch my back, constantly, because someone wants to set me up to fail.

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I don't think there is sufficient emphasis on teaching. Perhaps this is a system-wide problem, and not specific to this university. I think that there should be different tenure tracks, so that teaching faculty could have a path to tenure, and not just faculty whose job descriptions include

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research as well as teaching. Currently, teaching faculty are exploited by being paid less and having less job security than faculty responsible for both teaching and research. This is, in my opinion, inappropriate, since they are integral to the success of the institution.

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I feel in our department there are a handful trusted to make changes and adjustments, and it is hard to advance ideas if you are not within that group. It is also a bit slow to try new things or allow for innovation and we could do better if we could be open to some changes in teaching methods and approaches.

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I feel that we are not recognized in upper level classes for the number of students we have, and when we lose positions we are not quick to gain them back. Right now, as a newer faculty member I am teaching overloaded courses, and we just lost a position in our department. This, coupled with decreased travel funds makes it hard to not want to look elsewhere to places that have a larger travel budget and less stress put on them by being down faculty members.

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I find most people's work ethic here to be horrible. I have worked at other institutions and it amazes me how long it takes to get anything done, whether that is processing external grant money, contracts to bring in outside speakers, or making an offer to hire someone. In addition, there is a terrible tendency for staff to throw the ball back into someone else's court, instead of handling or troubleshooting an issue themselves. There is a climate of not returning emails as well, even by people whose job it is to respond (for example, staff who need to respond to inquiries about matters they are supposed to be handling, or instructors who are supposed to respond to emails from their supervisors and from students).

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I hate to make it sound like money will solve most problems, but the four biggest things I can think of do involve money: (1) We need more scholarship money for students. (2) Many departments, including mine, are tremendously overcrowded. A lot of money needs to be invested in expanding buildings on campus. (3) The lack of regular and appropriate pay raises in the past decade has been very frustrating. (4) There is not an adequate amount of money to repair and refurbish the campus facilities that need to be maintained.

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I hope my college or university would have an efficient system in place so that we can report issues or make suggestions as a faculty to the Dean whenever it is necessary.

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I think it would be helpful if employees at all levels had training in two areas: (1) clear, open workplace communication, and (2) positive psychology as it can be applied to the workplace as well as one's own life. I'm a big fan of the work of Shawn Achor and his wife and sister, but there are many others who do consulting. I also think it would be great if Appalachian had a positive psychology credit course, as Harvard and Yale do. Our students have a hard life--much harder and more complex than when I was in college. Such a course would help them both now and in the future.

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I think that there is a lack of understanding of administration for the increase in faculty workload over the last 10 years. We simply can not just keep doing more and more and more. Education has turned into a business model in this state and I believe that is detriment to the work conditions and to student learning. We need to shift change the model.

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I think the salaries of female faculty members fall far behind their male counterparts, and this is unacceptable. It should be evaluated on our campus and fixed. It is demoralizing to realize that, if I wish to earn the same amount as my husband, who joined the faculty with me at the same rank and an identical salary, I now have to work in a 10-month appointment in order for our earnings to be equivalent. I and my work are worth at least as much as my husband's, and I have should have a reasonable expectation of equity.

Also, we need to seriously consider policies that do not allow women to advance into significant leadership positions on our campus. It is wonderful that there are now so many upper-level administrators on our campus who are female, and who I believe genuinely care about diversity issues and also advancing faculty members' interests. However, another important area of diversity is having talented female faculty serving in leadership positions. Right now, in our college, with only a few exceptions, dept. chairs are males unless they are in (one or two) science fields. This is not appropriate. For surely, if women are at least 50% of our faculty, we should see more women as department chairs in the 21st century. Leadership at the top (Chancellor, Dean) and women there (we have some, and they're great) is helpful. But the rank-and-file faculty members who are women are going nowhere on our campus. Sure, they can do tons of committee work and be given partial administrative appointments. But really, that just gets more nitty-gritty level work out of them. It doesn't really help them advance.

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I think we should value our faculty more in their salaries, and I also think we need to value adjunct teachers and staff more than we do. We can't do this work without them.

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I think, and I'm sure I'm not the only one, more generous salaries and raises would allow App State to better retain our excellent faculty.

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I understand recruiting is important but it seems the burden of that is shifting more and more to the faculty, or to certain faculty (program directors), who are already overloaded with the day-to-day program management issues.

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I wish we could reclaim a personal model of management through which each supervisor worked closely with her/his supervisees. Instead, we have gone to the manage-by-numbers model whereby administrators seek to manage tiers more than one level below them. Personal contact and recognition of real-life variables are lost, the system is impersonal, and people are depersonalized.

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I would appreciate benefits that would help me as the sole breadwinner for my family including extended maternity/paternity leave and other childcare related concerns. For example, I was

only allocated about one-third of moving costs to take the position that placed an initial financial burden on my family. In addition, I recognize that the demand for childcare often exceeds the capacity but with a young child it would be great to be able to have them be able to access childcare on campus. The waitlist currently runs almost two years or more.

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I would appreciate more emphasis on work-life balance. It seems that expectations for service (from faculty) get out of control.

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I would like to see the focus on our primary mission be enhanced. We need more faculty, more space, more resources.

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I would like to see us implement more policies and procedures that would hold professors accountable for their performance. It makes it very difficult when classes are not taught according to standards or someone receives a poor peer review, and there is no change or action taken. Stronger peer review and the ability to hold colleagues accountable for performance enhances all our work.

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I'm not sure. Again, I'm relatively new.

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If chair positions were not so heavily incentivized with pay, we may get people to become a chair because they are a good leader and not just because of the salary. Being a dept. chair should be considered service work.

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If our department was able to get a new chair and if faculty governance was an actual reality here at ASU. People do not feel invested in the direction of the department, the courses taught, or the direction of the university. Our department, in particular, is problematic because it has been run by a particular style of management for 14 years now. It is time for a change because what has been in place has not been working for at least 10 years now.

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If the administration would stop emphasizing sports so much.

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If the focus and time it takes to be a good teacher were valued more in the tenure and annual review process -- or if we had were supported in more ways to be able to make the teaching/research/service balance realistic. We need enough faculty members to meet the needs of our students. We need more faculty and more support staff, and faculty should have the assistance of support staff. We are trying to be a research institution, if you look at all of our performance reviews, and yet we are known for our teaching and we attract faculty who have a passion for teaching. If ASU wants to retain strong researchers, we need more support to be able to balance teaching and research and service. When good faculty are strapped for time and resources, it is research that goes first because good teachers value students and will

continue to put off their research until holidays/breaks, until after all students' needs are met. This is a wonderful thing about this place, but it leads to burn out and frustration. We also need more financial support. \$500-700 a year for research and travel is a pittance and so far out of line with other universities, so far out of line with what is expected of faculty, that it needs to be increased. Finally, the institution needs to do more to attract and retain diverse students. We have too many older faculty with narrow/outdated/discriminatory attitudes and views on race/gender/sexual orientation who alienate our students, and we are too gentle with these faculty -- they are the people who need to be attending diversity workshops, not those of us who go voluntarily and happily. Also we need more ways to retain strong faculty, including through spousal hires. In a small, out-of-the-way town such as Boone, faculty spouses suffer if they can't find jobs, and what easier/better way for AppState to retain good faculty than to hire their spouses/partners, which so often leads to retaining two strong faculty members. I've watched us lose four strong faculty members who had equally strong spouses because department's didn't want the bird in hand, they wanted to keep stringing spouses along as lecturers while attracting new faculty with national searches, some of whom in turn refused positions because we wouldn't hire their well-qualified spouses.

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If upper administration would adequately address the bullying and work-life balance issues.

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If we remember we are NOT in the customer service business. Admin seems to be entirely too concerned about making parents happy at the expense of the faculty.

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Improve healthcare coverage/benefits. Increase salaries for staff who work their tails off. Space is a huge issue-- we are constantly being asked to teach more students but don't have the places to do so. Research space is equally challenging-- we are asked to write grants and bring in money, but don't have the space or the facilities to do the research needed to attract students, get high level research done to be competitive for some larger types of grants. Improve conversations between administration and faculty and \*listen\* to each other-- maintain that transparency. Often, we (as faculty) know the challenges that we are facing in the classrooms with the students-- so listen to those people who know the situation "from the trenches" and take an active role in trying to help. We aren't just complaining for the sake of whining. On the other hand, faculty also need to hear/see from the administration the problems that the administration are facing at higher levels-- that may do a lot to quell some of the complaining at the lower levels and help the faculty understand that there aren't always simple solutions to everyday problems.

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Improved access to computer classrooms

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Improved communication and transparency from administration.

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improved health insurance (either lower cost or better policy)

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Improved resources for doing our job.  
Being able to use my specific skills.

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Improvement in facilities, Tuition wavers/Plus stipends for Graduates, Scholarships for Undergrad. and Graduates, and a better way expel the faculty that is not effective or a risk for our students.

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Improvement of voting rights for faculty, especially non-tenure track (lecturers, senior lecturers, clinical) - removal of "second-class citizenship" (eg, senior lecturers do not have full voting rights; they can vote on WHO is on the Departmental Personnel Committee (DPC), but they can NOT be a member of the DPC.  
Better communication about large project statuses.

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In my mind, the relative value of "teaching" versus "scholarship" has not been clearly articulated, at least at some levels of the university, and therefore it isn't clearly put into practice. My department gives lip-service to teaching, but rewards above all scholarship. In other words, mediocre or sub-par teaching is tolerated (and sometimes even rewarded), but there is a huge resistance to using objective criteria for measuring good teaching, and rewarding it. There are no departmental incentives (carrot or stick) to improve teaching at the upper undergraduate/graduate levels, and there is no departmental forum for sharing success stories in teaching or pedagogy. Consequently, students can evaluate the "soft" aspects of teaching, and peer-evaluation has become an exercise in mutual back-scratching. Sad.

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In order to attract and retain high-quality faculty and in order to maintain and improve educational programming, faculty pay at App State needs to be increased significantly, especially given the high cost of living and confounding employment challenges that trailing spouses face in our rural location.

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In our department, the main issue is the building itself which is old, outdated, and, crucially, too small to accommodate a faculty that has grown immensely in size since the 1970s.

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Increase diversity of faculty, students and staff. Increase pay as it is low compared to similar institutions.

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Increase faculty salaries, improve agreement between teaching and research expectations and teaching and research capabilities, implement evaluation (such as the current survey) and improvement procedures, improve team culture within department, eliminate rampant favoritism, listen to constructive feedback from faculty who want to improve the educational experience of all students, etc.

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Increased administrative clarity, integrity, and transparency.

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Increased financial support for hiring new faculty. Salaries are far below what comparable institutions offer, even after taking into account the relatively low cost of living in the area. While money is not the only factor to consider, it does play a role in whether people accept jobs, and whether they eventually leave.

In my department, it would help faculty immensely if we hired staff to advise students, thus allowing faculty to focus on mentoring students beyond giving out registration pins.

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Increased pay, less inequality between disciplines and areas of the university (The institution can't claim it believes in "equity" when instructors in some Colleges'/Departments' salaries are in the 100k+ range while others are significantly lower--or when you have staff in areas like athletics making in the millions. Faculty Senate has always struck me as more of a "hornets nest" than a body committed to positive resolution of problems and collaboration with the institution--but that's just my impression. The difficult housing market is not really something the university can control, but it is problematic.

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Increased salary would be a plus as I am constantly seeing colleagues at other places who make quite a bit more. It is becoming more and more of a challenge to have adequate space for various events or for my own activities and projects.

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Increasing the focus on academics, increasing the efforts to recruit and enroll academically strong students, and increasing the rewards and recognition for academic achievements. Decreasing the focus on athletics, decreasing the efforts to recruit and enroll athletically strong students, and decreasing the rewards and recognition of athletic achievements. Not kicking faculty out of their paid parking spaces for Thursday football games. Greater administrative support (University and departmental levels) for the development and implementation of online courses.

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Intentional efforts to make the institution more diverse.

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It bothers me that faculty salaries here are almost always near the bottom for the UNC system. ASU is one of the best universities in the state, and yet our compensation suggests that we are valued less than other UNC institutions. I have found that surprising and disappointing for many years. There have been attempts to correct this, but somehow the attempts seem to fall short of rectifying the problem.

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It does not feel like the institution sufficiently values faculty and staff. Faculty and staff workspaces are the last to get upgrades, our parking areas are not well-tended to in the winter, and we get very little in the way of discounts for events (sporting and otherwise) held on campus. These changes should be relatively easy to make, although I recognize that they would

all cost money. It would be nice to be able to afford to attend a football game now and then. More importantly, and much harder to achieve, is that we need a commitment to retaining diverse and quality faculty and staff, as well as a more clear awareness that this is a teaching institution (not a research intensive). Research is incredibly important, and faculty and students should be supported in research initiatives, but they are too heavily weighted in tenure decisions for an institution of this type--particularly in departments where collaborative work--with peers, students, and/or community members--is devalued. Only certain types of work is considered "research," and that limits the things that faculty are able to do.

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It is a great place to work.

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It is a lonely job being a faculty. You do your own teaching, your own research.

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It would be better if the near community were more affordable for junior faculty and staff members. The high cost of living in Boone means that many people have to commute a significant distance in order to afford decent housing. This means that their/our families cannot participate as fully in the life of the university and community.

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Items that would make this institution a better place to work:  
Better pay and benefits  
Open (and sincere) communication from senior leadership  
More affordable housing  
More realistic recognition of and evaluation of teaching  
Better teaching/research/service balance  
Better support for research and conference presentations

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Larger offices. The space we have is adequate, but a larger space would make things better.

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Leadership with vision.

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Less emphasis on football and more emphasis on quality education.

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Less emphasis on numbers of students and increased academic rigor. Less politics and nepotism. More transparency. Higher salaries (comparable institutions provide MUCH more competitive salaries for tenure-track faculty...and the cost of living here is often greater).

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Less of a divide between administration and faculty. There is not animosity, instead it feels like two different institutions where administration do not ask for faculty expertise or help. The unprecedented growth in administration doesn't help. Faculty are not appreciated unless they

put part of their time in an administrative duty. I run a conference that brings in \$30K a year but have received no recognition, only administrative bureaucracy.

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less paperwork, too many absurd rules and time killing bureaucrats  
administrative bloat outside of the college that make us jump through hoops to justify their position

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Less service - too many other obligations that pull me away from teaching and research.

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Like many institutions, this one does not have a way for faculty to make a career in multiple ways. Post-tenure, nothing really changes. There is no option to emphasize service (university, disciplinary, or community) in order to be promoted or to demonstrate effectiveness post-tenure. The assumption is that everyone must continue on as a latter-day assistant professor, forever, without an ability to prioritize different elements of the faculty role. Nothing beyond research is fundamentally valued, even though it is clear that, in the vast majority of disciplines, most faculty research is rarely read and is of extremely limited value. Post-tenure needs to be permitted to be a time when effectiveness and value to the university and community can be conceived of in more than one way (i.e., continuing to chase publications at a rate that rarely produces valuable insight).

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Make it completely non-smoking

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make pay commensurate with our value and in line with peer institutions

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Many of the facilities (especially mine) are in terrible shape and are a disgrace for an institution of higher education

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Marked increase in how society values higher education - it's an investment for the common wealth. The legislature must see that allocating sufficient resources is key.

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Market-based pay adjustment for Associate and Full Professors. An upgrade in our facilities which are in disrepair. Better medical benefits, they are very expensive compared to other institutions that I have worked at. More focus on innovation that is strategic, rather than reactionary and incremental.

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Meaningful merit pay. Raises are so low that there is little to no difference between being an exceptional faculty member and a terrible one in terms of financial outcomes. This is particularly challenging in retaining high quality faculty members due to the high housing prices.

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More \$\$ towards junior faculty salaries

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More accountability and less rewarding of mediocrity. A better department chair and a better dean.

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More administration so the faculty don't have to do the work of administrators without load release or compensation

Better physical infrastructure - we need a larger space for the student population we have in our department - my office is not big enough to engage visitors to campus which is part of my job as a program director

More appreciation from the state - seems like the legislature keeps giving us less and asks for more - it is a very different environment now than when I came here 12 years ago - I feel very underappreciated and under supported

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More attention needs to be given to bringing in faculty from other institutions as well as other countries. There is no standard for assisting faculty who have never lived in the United States, nor is there a commitment to making sure they have what they need once they arrive. The faculty pay at this institution is extremely low and recruiting top faculty is nearly impossible. I am extremely disappointed in the issues I encountered as a new faculty member in terms of appreciation and respect.

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More attention to issues of equity, diversity, and inclusion.

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More attention to making the campus handicapped-accessible. I have some physical disabilities in walking and climbing stairs. Sometimes it is very hard for me to find a way to get where I am going without having to climb stairs. I suppose this is a challenge in a mountainous area.

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more child care options/less of a wait list for faculty who need childcare options  
more recognition within department about the many and varied external professional commitments that faculty have, in addition to internal teaching and committee responsibilities

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More clarity from the administration. Some of their decisions are not transparent, and they tend to give fake excuses when someone "resigns". It feels condescending to me that they think we don't see through their pretty words.

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More diverse students, faculty and staff.  
A better compensation and reward system and benefits.

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More diversity in the classrooms.

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More equitable distribution of tenure track positions across departments

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more equity in pay based on amount of work done. more significant salary raises across the board rather than for senior leadership

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More faculty governance. Less administrative load for teaching faculty.

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More faculty to achieve various goals in the department's strategic plans

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More faculty to reduce average class size to what ASU promotes (27).

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More family support and more work-life balance efforts and more gender equality and more efforts to diversify FOR REAL, not just talk about these things.

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More financial support from the legislature and then upper administration.

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More financial support, especially for faculty lines and buildings. The current funding model is not working.

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More focus on academics by the administration. There is a lot of focus on things such as sustainability, but we never hear the administration discuss academic quality, rigor, integrity, etc. As a result, we have entire online degree programs that do not require any proctored work and it is well know that there are significant academic integrity issues with these online courses.

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more focus on Appalachian culture  
more focus on arts and humanities  
going back to a DPC committee instead of a dept wide DPC  
more diverse faculty, staff, and student population  
ability to hire spouses of new hires, especially in this remote location with limited employment opportunities

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more focus on non-STEM curricula and events (liberal arts, music, theatre, etc.)

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More funding for graduate students to get good student to come to our institution

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More funding for undergraduate research.

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More honest conversations about resource allocations related to fringe issues that often get lip service but little action, like diversity and spousal hires to name but two.

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More investment in humanities departments and more funding for graduate students.

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More lab space

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More minority students should be admitted.

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More money for faculty and NOT CHANCELLORS!!!!!!!!

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More money spent on classroom basics: we've spent so much on 'smart classrooms' that we've ignored peeling/smudged paint, graffiti, boring color choices, bad lighting, bad acoustics, uncomfortable chairs & desks, etc.

Change the Gen. Ed. 2.0 to something more simple to implement. GE 2.0 is head & shoulders better than its byzantine predecessor, but is still too random. Students do not gain a foundation of knowledge/skill sets; rather, a smattering of this, that & the other thing. The resources used to support First Year Seminar should be returned to the various departments to allow teaching more valuable freshmen classes easier. The gains in student retention are NOT equal to the drain on departments' resources.

Better pay scales. Altogether it is too low for the quantity & quality of work most of us perform on a regular basis. Worse, It is thoroughly disheartening to be promised a pay raise of X only to find that much of the promised money has been diverted to other faculty & staff for 'equity'. If I have worked hard to have earned that pay raise, it is inequitable to have part of that money snatched away to reward another.

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More open acknowledgement of conservative values. I have examples where I don't feel welcome. This is one area we do not have true diversity.

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More open communication from administration re: changes in leadership

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More open communication with the lead administration.  
Equality of pay across institution and the University system.  
More emphasize and financial rewards for quality of teaching

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More open mindedness to do things in a way that is different from "how we've always done it."

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More opportunities for advancement and better pay for full-time adjuncts

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More push back from administration when mandates and directives run counter to what is best for our programs, faculty and students. More equity in valuing specific colleges and departments.

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More recognition of service as a legitimate evaluative criteria. While scholarship is valuable, some members of the faculty are much more drawn to service or required to do more service than are other folks. Yet, service is not truly valued as much as scholarship. Why do we have to be a cookie-cutter institution?

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More reliance on teaching and less on research.

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More research opportunities. A sense that something more than teaching is valued here. Higher academic standards, less hand holding of students.

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More resources for faculty, including but not limited to pay.

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More Resources for Teaching and Research would really help given people's potential here.

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More resources, more recognition for going above and beyond

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More space and better facilities. We have grown beyond our capacity. We have an excellent faculty but we don't have space to implement our teaching to the best of our ability. We are able to make small improvements (like installing a new sound system) but we can't seem to afford to overhaul our rundown cramped classrooms. I teach a General Education lab in a non-lab classroom (with no sinks or water) that is cramped and overheated. When students have a hands-on question, I have to leap over the rows of chairs to get to them. We are making do with this space and we are scheduled to lose it next semester with no alternative plans (that we know of). I know I could communicate the content of my class so much better if I had improved surroundings. Since students are sitting very close and it is too warm, I am concerned with students doing their own work and staying awake. Both my effectiveness and attitude towards teaching could be improved if this lab could be relocated. From what I hear, these types of issues are repeated across our campus.

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More support and resources. Support (staff) for new programs should be in place at the beginning of new programs, not after they are implemented (which can be a year or two later). This leaves

it to the faculty to do all of the administrative work before, during, and after implementation in addition to normal faculty work load.

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More support for faculty, e.g., funding for development and travel; more and better outfitted classrooms and computer lab space; better and less expensive health care; more faculty so that we can work more closely with students, spread the self-governance/service workload more fairly, and provide students with more intellectual learning opportunities outside the classroom.

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more support for regional studies initiatives that make it unique

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more support for work life balance (in terms of support for child care)--there is simply not enough support in this rural community from the university

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More support. We continue to see enrollment increase coupled with no increases or even reductions in non-tenure track teaching and support personnel. Facilities are aging and we are already sharing offices and have no remaining places to house personnel or classes. More job security. Non-tenure track teaching and support personnel have 1-yr. contracts!

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More tenure track faculty positions and more competitive salaries.

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More transparency about why we continue to push for football and health sciences (neither of which were created with adequate resources and which now drain money away from what we were known for previously).

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More transparency and a better dean

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More transparency from administration. Having them describe the pros and cons of each course of action and why they chose the path they did.

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More updated equipment in the classrooms and classrooms that have more space to move around. Our classrooms are very small which is nice in that it limits our class sizes but students are really squeezed in the temperature in the small classrooms is often extremely hot and at times almost unbearable. Students learn better if they are comfortable.

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More urgent support for faculty and students when desperately needed by upper level administration.

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More visibility from the top administration. In the years I've been here, it is as the number of levels between the chancellor and the rest of us have grown and widened.

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More visible and targeted support for junior faculty.

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More young professionals.

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Much less emphasis on football.

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Much more input from faculty; better communication between faculty and higher administration; increased awareness of campus culture and history.

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My biggest issues concern the physical facilities in the classroom. For the most part they are adequate...but they are cramped, there are no outlets for student laptops, certain classrooms are uncomfortably hot at all times, and I have a problem with the chalk dust (I was amazed when I moved here...I didn't realize chalkboards were actually still used in academia!). I hasten to add that what is here is well-maintained and that IT support have been extremely helpful when needed...it's a case of outdated equipment and a building that needs some upgrades in its systems.

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N/A

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n/a

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New chancellor

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Not satisfied.

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nothing of substance comes to mind

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open communication. orientation and training (nonexistent) Supporting employees, University making timely payments and not letting one individual unhappiness stop payment to all students, faculty and vendors! Appreciation for the job done.

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Our building is embarrassingly inadequate for meeting our curricular needs. Sometimes I get tired of having to deal with the reality of this physical space. For years we have been told that

"we recognized your needs," but really I don't think people DO recognize how substandard the space is.

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Our facilities do not meet the needs of newer teaching techniques. classrooms are rigidly structured and really only lend themselves to traditional lecture (in my opinion, outdated for today's students). In addition, the level of our salaries, while livable, can be a hurdle when hiring new faculty. We seem to be below the market and often cannot compete for high quality talent.

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Over the last 10 years this institution has moved from a place that truly valued teaching individual students and seeing them learn to an institution focused on bringing in the numbers (getting butts in seats). We have become a factory. The focus is much less on student learning and much more on what the numbers/data says. If the subjective experience of students cannot be quantified, it does not matter. This devaluing of the interpersonal relationships between students, their faculty and staff members has led to a "take on more with no more resources/people to help you do it" mindset that has stretched the entire university too thin. Therefore, we are not a factory in the 21st century. Rather we are an 1800s factory where everyone worked long hours with little pay and no overtime. The pressures on faculty to insure their courses are "rigorous enough" and the insistence that students should spend 2-3 hours outside of class for every hour in class, means a student will easily have 45-60 hours of coursework per week plus work (many of them do work, some MUST work to afford to be here). We fail to value downtime.

What would make this better? Trust faculty to provide rigor without dictating how that is done or assuming that if a course is part of Gen Ed it is not rigorous. Value mental health by allowing time and space for mental health. We are not automatons but the general attitude about faculty and EHRA employees is that we should just get it done/make it happen no matter how many hours that takes. Night and weekend work is assumed to be normal. And it is assumed to be normal for all students as well. It is not normal and this level of intensity is not healthy. Work with faculty to insure that both they and their students have a balanced work load.

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Overall, at the moment, this is a great place to work.

While we have made progress, we need to continue to pay attention to the subtleties associated with bullying-- across the board.

We need quicker and better access to suppliers of benefit programs like TIAA, which takes at least three months to get a face-to-face appointment because the demand is much greater than the access to appointments offered.

Cheaper life insurance would be appreciated, along with cheaper vision and dental plans. State health plans have become too expensive for our salaries.

Women are still paid much less than males of same rank. This needs to be rectified in a more progressive way.

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People are conflict averse to the point where it can be a hinderance. I have the sense that some people lack a proper and civil way to communicate frustrations, and they end up saying things in private that would never put in writing or utter in an open setting - the rumor mill is lively. Issues with assertiveness abound in academia, but I have noticed them here more so than at other

institutions. I think it is in large part a reaction to the desire to avoid conflict (but I am not certain).

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Perhaps a bit more realistic amount of responsibility for faculty -- trying to teach full loads while doing service and research is always much more than full time.

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Personally, more pay! Also, a larger voice for NTTs. Greater representation within the university community. We have several senior lecturers/lectures who have taught as full time NTTs for years with less input that tenure track professors even though they provide a great service.

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Policies and procedures in place at all levels and available to all faculty and staff

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Programs to address bullying by senior faculty  
Greater emphasis on research, better conditions for adjunct faculty, support and incentives for out children to attend ASU  
Greater equality between colleges and programs, so faculty jobs across the board are more equal

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Real commitment to sustainability - environment and social commitment such as fair trade products. Increase personnel for addressing increased student needs - from faculty to counseling services.

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Receiving at par remuneration relative to other similar institutions; greater emphasis on research; if increase in remuneration is not possible, then alternative plans to reward faculty - reducing teaching load. Seriously, App needs to (at least) think about whether it should be a 2/2 (or at least a 3/2) teaching load institution. When I graduated, 3/3 was the norm for comprehensive institutions and 4/4 was the norm for teaching institutions. Now, however, most other universities (like App) have moved to a 3/2 or 2/2 teaching load and primarily teaching institutions are now electing to have more of a 3/3 teaching load. Understandably, such a move cannot be made swiftly and there definitely needs to be a lot of deliberation. App needs to think how else to reward faculty that are going above and beyond their job responsibilities.

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Recognition of curriculum and time demands. I've requested a long slot for one of my courses for years, and I've never been given this. It's essential that those in charge listen to those in the classroom about what is good for their students.

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Reduced class size and some modularity in the average classroom. Stadium seating may be efficient but it less than optimal from an effectiveness standpoint.  
class sizes for upper class subjects are too large and impede learning

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Renewed commitment to good teaching (instead of just teaching more students, especially online)

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Renovate the buildings!! Some of us work in deplorably old, unsafe, and unhealthy buildings. My building, for example, has multiple floors and doesn't even have a sprinkler system.

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Require that chairs follow established guidelines and not make arbitrary decision simply because they do not like previous agreements.

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Respect for different disciplines and an interest in learning. This is sadly lacking in the COE at ASU. The new dean is working on this.

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Respect for the faculty from the General Assembly and Board of Governors and recognition of our professionalism and value to the state in the form of meaningful annual salary increases.

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Retention strategies for young, talented junior faculty; salaries commensurate with cost of living expenses and on par or that keep pace with peer institutions and market data and that avoid inversions when new faculty make more than senior faculty; support for international faculty (such as financial assistance with visa processing, housing stipend or faculty housing for families on campus, extra salary funds, and so on--I am not an international faculty member myself, but I recognize and would like to see my institution support these valuable faculty members and retain them; there is a tremendous benefit to our students and faculty to have international faculty on campus--as minorities in our community, these faculty members face psychosocial stresses that other faculty members do not, and I think that requires the university to do more for them); and a stronger commitment to climate change education in our general education program and throughout our degree programs; and stronger support for the development of curricular initiatives that engage with new kinds of teaching methodologies.

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Right now, I feel a little lost in my own college. While I love my department, I am not sure of the direction that we are headed at the college level and whether the work of my department is valued by the Dean. My neutral and ambivalent responses about upper administration/leadership were more of a reflection of my uncertainty within my college, rather than a reflection on the Chancellor.

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Salaries that represent experience and qualifications. Our salaries are very low which creates demoralization.

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Salary and benefits are awful. We cannot keep top people because of it.

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salary and research funding

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Salary increases and better communication with upper administration

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Salary inversion is a huge problem. Pay scales are very much out of line with market pay. Example: I could leave today and receive at minimum a 40% bump in pay for my background and qualifications.

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Salary raise.

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Senior administration has created an "us" and "them" approach with the faculty. The faculty are not valued.

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Senior leadership at the institution appear far removed from the rest of the campus community. Improved engagement and leadership by senior leaders at the institution.

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Senior leadership play favorites and promote individuals to position not deserving

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shared governance in my department

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Shared governance within my department. AND BETTER BENEFITS! Our medical insurance is a joke.

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Significant, meaningful support of research, newer facilities, better offices. The benefits are truly abysmal. I can't believe how poor the state health care plan is compared to other places I have worked.

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simplify processes...better communication among departments, less red tape, must a faculty member recruit, market, follow mandates/policies of the distance education department, etc. in addition to teaching, service , and research?

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Slow enrollment growth. The administration needs to clearly articulate a vision for the university beyond providing a transformational educational experience.

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So many things, but perhaps I am starting to learn in a short time that I am not a good fit for ASU. 1) ASU is in the higher rankings of the UNC system yet professors are paid low wages. This is a high cost living area, almost the same as Raleigh. Why are we paid so incredibly -

even embarrassingly - low? This hurts new faculty recruitment and retention. 2) This institution is in transition. Are we a teaching school or a research school? As ASU moves towards emphasizing scholarship more - we need more resources. The Grants office is staffed by very kind people, but not with strong academic backgrounds. This hurts our chances to acquire big grants from the federal government. 3) I work in a department where Full Professors came up through the system when teaching was the highest priority, then service, then research. Yet these are the people who will be making promotion decisions about me and evaluating me on scholarship. This is a bit unsettling as many are not active scholars in their field And phone it in on the teaching front. How might the system support such departments in transition? It feels like ours is falling apart in a wasteland of toxicity.; 4) I am a trans faculty member on campus and last year I had to face the reality of HB2, and this year I just learned that my coverage for trans-specific medicine was dropped by the Board of Trustees for Health. This feels like a hostile state, and one that has very few incentives for me to stay. Perhaps the UNC system can be more proactive in statewide conversations about the value of a gender diverse workforce as well as our efforts in racial and ethnic diversity.

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Some continuity in leadership, and some leadership from our leaders. I have no idea where we are going as an institution, what we truly value, or how our leadership teams sees the university, the faculty, or the students. It has become a fairly demoralizing place to work. Anyone with real skills or new ideas is not going to find a happy home here.

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Some facilities need to be improved. Increased diversity of faculty and student body.

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Some of our facilities could be better. For example, my faculty office is pretty small overall. Some buildings need renovation. There is also a disparity of pay across colleges. Faculty in our College of Business are paid a significantly higher amount than in other colleges, but the reasoning (at least in my case) is pretty dubious. It's not enough to get me to leave; I like my job overall, but the possibility of leaving for significantly higher pay in industry has definitely crossed my mind.

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No real leadership on anything and no clear vision about where the institution is heading and what the aspirations are for the institution

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Space! Growth seems to be the goal, but classroom spaces are crowded and offices for faculty/adjuncts are non-existent. We need a new building.

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Standard research leave consistently available (e.g., every 6 years). Tuition remission or significant discount for children of faculty/staff who want to pursue higher ed in the UNC system. More affordable and more readily available on-campus childcare facilities for faculty/staff - as is half the slots go to kids of students who have much lower odds of having kids in the first place. More careful selection and training/development for department chairs as this person is the

single most important person in determining the day-to-day work circumstances and environment and thus satisfaction (faculty).

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Sufficient resources to permit a reasonable load.

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Support and recognition. I feel that I expend 80% of my energy, efforts, and dedication to my courses (including supporting students, creating innovative and original, research-based curriculum, and designing new courses and programs), 70% of my energy on research (cutting-edge and timely scholarship), and 50% of my energy on local, regional, and national service, promoting the university and programs. Clearly this is far above 100% which indicates that although the institution claims to be a teaching institution, we are not completely honest in our expectations or policies. Pressure to engage in high quality research/grants/pubs is significant. I recently heard that regional comprehensive institutions are the "greediest" in the higher education world. I feel this ravenous need and am growing tired. Recognition goes a long way to revitalize and restore. Recognition can be monetary, but it can also be through specific and intentional affirmation of faculty, staff, students, and community members.

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Support for our unique identity and monetary support to update facilities to support the increasing numbers of students. Being asked to do more and more and the same amount of time, space and faculty.

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Take seriously, the social and political challenges faced by underrepresented groups on campus. Only the most recent example: Not a peep or murmur during the entire #metoo campaign or the Larry Nassar/MSU ordeal. Faculty, students, staff are reliving sexual trauma and ASU is silent. Classy.

Support for faculty research! Tenure criteria and Annual Review "metrics" clearly state expectations for faculty to conduct and disseminate research. For most academics, these opportunities arise for networking via professional conferences at the national level. In my department we are awarded \$500 travel funds for the year. LAUGHABLE! You can't go to a conference in Charlotte for \$500. You want to recruit and retain high-quality faculty, support them.

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Tenure for clinical faculty.

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Tenure lines for outstanding classroom instructors.

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The Board of Trustees voted to drop coverage for trans-specific medicine and for people with chronic pain who need opioid prescriptions, effective January 1, 2018 without notifying anyone. If a strategic goal is to "recruit and retain the most diverse workforce," consider making a change in these benefits.

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The building I work in needs a serious update.

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The child care on campus does not offer many positions to people on campus. It is nearly impossible to find childcare. The buildings on campus are often dirty and not working properly. Some of the worst I've seen at UNC institutions.

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The facilities are horrible, inadequate and ridiculous. We need a new building in order for our students to have space to do their work. The handicap accessibility on campus is also horrendous. There isn't enough parking and older buildings are never retrofitted with automatic doors, or decent elevators. The campus needs help!

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The faculty, particularly those who have joined in the last 10 years, are a vibrant, energetic, high-powered group engaged in meaningful and high-quality research. There is much they could do if given the opportunity. Unfortunately, the various administrative offices (especially Sponsored Programs and Legal) do not understand how to work with faculty engaged in high-quality research and create many unnecessary barriers (far beyond what is actually needed) and thus greatly limit what faculty can do. The discontent and headaches created by this causes faculty to become less productive and stop attempting to get past these artificial and unnecessary barriers. These admin offices need to hire experienced, qualified individuals from institutions who are actually doing research, not "peer institutions" that are doing the same or less than ASU. While it would be positive to hire people from the region, this is unlikely to fulfill the need as there are few to no institutions working at the level that ASU could. There are similar effects on faculty programming and globally-oriented projects. Also, interdisciplinary classes appear to be credited at a higher rate at other UNC system schools, which means that ASU is an outlier in the system in not crediting interdisciplinary classes at the proper rate.

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The idea of faculty governance exists, but upper administration often do not accept/acknowledge/ or institute changes to the faculty handbook that the faculty have made. The policies that are there to ensure fair treatment are often not followed (P&T documents, reassigned time documents, policies in the faculty handbook). The equity office, ombudsman office and other mechanisms are only poorly to moderately effective. Instead, there is an "old boys club" of faculty that engage in behaviors of academic bullying to impede productive faculty and/or to try not to promote productive faculty who have clearly met the P&T guidelines and to promote unproductive faculty who have clearly not met the P&T guidelines. While the larger university (CAS/Cratis D. Williams Graduat School) has awards programs to recognize faculty, on the department level some departments (but not all) have a culture of belittling the scholarly achievements of faculty in the department, to the point where many faculty are afraid to mention their acheivements. Teaching recognition is based nearly exclusively on student evaluations, which are inherently biased. There is no mechanism to recognize truly innovative teaching such as service learning, inquiry-based, authentic learning and/or group or individual project work in the classroom. The health insurance plans offered are so abhorrent as to be completely unacceptable. For example the 70/30 plan has no out of pocket maximum. Thus if some major medical expenses were required (\$1M), the faculty could owe 30% of that= \$300K= a new

mortgage. Even on the 80/20 plan, the deductible + out of pocket maximum could easily bankrupt a family having significant medical expenses over a multi-year period. The administrative salaries continue to rise, whereas the salaries of faculty at all levels, but especially in the associate and full professor rank are sub-par, even at comparable universities, and it's not as though Boone is a cheap place to live. 50% of homes are second homes, which inflates housing prices. Similar effects are seen with grocery prices. For example, a cost of living comparison reveals a 105.5 index for Boone compared to 89.6 in Greensboro, or a 97.2 in Charlotte, and Boone is not a large city, which might explain a higher cost of living.

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The institution needs to better reward research. In recent years the leadership has emphasized grant-seeking and research without providing more course release to those of us we do have productive research programs, while continuing to give release time to individuals who do not have productive research programs.

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The key word is money. Salaries are embarrassingly low, my associate professor position is \$10k below peers at UNC Wilmington. There is also not enough funding for professional travel or, more importantly, for research equipment and stipends. Lastly, there is almost no administrative support in our department, so I spend a lot of time filling out forms (and trying to figure out the correct forms).

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The last institution I work at (different state) had better health insurance. My dental insurance for just the basics (bi-annual teeth cleaning and annual X-ray) were completely covered with no payment for dental insurance. Also the issue with "trailing spouses" is a problem for many individuals. I personally have been here for over a decade and my spouse still does not have a full-time job, which also means no benefits.

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The leadership of the University providing some vision for what App State stands for.

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The library needs more financial support for journal subscriptions.

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The only problem is the UNCGA and elected officials restricting our ability to do our job. We have space constraints, personnel shortages, below market salaries, etc. that only make our job harder, not easier. We don't have the resources we need, and imposing constraints (e.g., fixed tuition) prevents us from dealing with the lack of resources. We succeed despite the UNCGA and Raleigh, not because of it. And we succeed because we are committed to our mission, unlike many in the UNCGA and Raleigh. However, the lack of support and investment will eventually dismantle the critical economic engine for the state, and all of NC will suffer. It has begun with the large number of faculty and staff leaving (or looking to leave) for places that value higher education and their contributions to it. It is very shortsighted to cut an investment that without question more than pays for itself over time.

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The present dean of my department/school (only having had a half-year with us) is a very fine leader and is doing much to restore a sense of unity for us. I am looking forward to that person's continued work and efforts.

Our current Associate Dean seems to continue in the way of the former dean and needs to develop better communication skills with the faculty.

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The responsibilities of the job and significantly increased since I started working. It seems that we need to incorporate every new technology, every new teaching model, every new extracurricular activity (service learning, internationalization, etc...) and that it seems that what we do now is not best and always need to be improved. Stress is extremely high.

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The senior administration is isolated from the faculty and staff. Many decisions are top-down with little discussion/explanation. The senior administration is technologically illiterate and so many bad decisions are occurring about computer/classroom technology.

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The senior leadership should be someone who is invested in Appalachian State University and supports faculty governance, staff rights, and student rights. Budget should be used for our primary mission- teaching and student support and not for padding the upper levels of the administration.

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The state could restore funding to historic levels.

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The suggested emphasis for time distribution is 60% teaching, 30% research, 10% service, but this is not possible with all of the demands made of us. Teaching and service take up the regular 40 hour workweek. Our research is expected to be conducted on our own time. The Vice provost for faculty affairs has admitted that this is true. Those of us who enjoy research should have the chance for a 6:6 teaching to research load (6 hours of release time). Also, those who are not meeting the release time guidelines should be held accountable. It is fine if they no longer want to do research, but they should not receive release for doing so. Lastly, graduate students are being exploited. We need some mechanism to cover their tuition in the same way that other institutions in the state are able to do so. What has happened to all of that new income from our increased student numbers? It seems to have gone into new administrators. What a waste.

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The wages are below national standards. The classroom facilities are substandard while the student dorms and athletic facilities are excellent. There should be more financial resources allocated to classrooms and classroom buildings. It is very disheartening that the NC state legislature and the UNC Board of Governors under-fund and under-value the faculty and the liberal arts.

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There are a number of challenges, the lack of clear assessment and accountability for older faculty presents confusion for younger more productive faculty. Also, sometimes resources are not adequately distributed so students have the courses and access to in major classes. Students sometimes change majors as a result of not being able to take the classes they would like to.

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There are not enough people to do the work that needs doing - teach course, conduct research, etc. People are overworked and severely under compensated. In addition, maternity leave and childcare, especially affordable childcare, is a joke.

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There are those who do not wish to collaborate and those who choose to disengage - unfortunately there usually aren't consequences for this. There is a smaller group of people who do the lion's share of the service and administrative work.

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There are very few options for child care and housing for new faculty. When I contacted the office of relocation, I was given a list of area rental companies, who generally cater to a student population and are not family friendly. The struggle to find housing and child care made the transition to starting on the faculty at App quite challenging.

There is a significant body of research that demonstrates that course evaluations are biased and not an accurate measure of teaching effectiveness or quality. I am concerned that they the most significant measure used for teaching in annual reports and tenure evaluation. I sometimes feel as though I cannot stay true to my pedagogical approach for fear of students rating me poorly, which will hurt my career as a pre-tenure faculty. There are more effective outcomes measures that can address teaching.

Salaries are low.

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There are vicious people in departments who exercise personal vendettas with little or no consequences and seem to derail any attempts at actual institutional success. Some mechanism to expose the role of those who were willing to burn the institution rather than compromise would improve this as a work environment. Many of the facilities are decrepit -- my own building has no climate control and out of date classroom technology. Actual climate control and smart board technology in the classrooms would go a long way. Though let's be very clear that pay stagnation and the increase in the cost of health benefits are tremendous burdens on morale. What's happened with our benefits is the number one reason to find another position. The senior administration must come out clearly and promptly on controversial issues rather than issuing weak statements that appease or offend no one.

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There is a revolving door in leadership positions making direction difficult to see. I have observed the following: The faculty and staff do not feel valued but hear of regulations that work against this feeling (eg. Instead of attacking problems with individuals who are causing the problem, policies are instituted that treat the whole as a problem as in the need to justify travel for business with map quest - what does that say about trust and value); why the turnover in middle-level managers has been so high and why highly valued deans, associates, and internal

dean candidates seem to be disappearing; to what degree are messages regularly given by higher levels of administration coordinated with efforts in enrollment management and areas working to bring more students into the system; to what degree is the emphasis on increasing the presence of even marginally prepared historically underrepresented a root cause in the elimination of so many well experienced and/or well prepared "majority males" specifically, and others, more generally, in the aforementioned positions; and what do all of these changes say to the many long-serving staff whose work positions are impacted by the lack of institutional knowledge and whose personal life is affected in that paychecks do not reflect a concern of their well-being. Many staff do not make a living wage, and it seems that the system, from the top down, doesn't care.

I suggest we get rid of the bully atmosphere by directly attacking this issue that is pervasive through the system, and start caring by instituting a policy against workplace harassment. I suggest that instead of just talking about social justice, we live that mantra and begin by bringing staff wages up to a level where they can truly earn a living. And I suggest that we have an open discussion as to why so many good people, staff, faculty, and administrators, are bailing out and/or being forced out of this place. As I look at my experiences at ASU, I have seen too many issues go unaddressed where people are afraid to raise the issues in fear of reprisal, being called sexist or racist, and who are learning to live with the suffering and the quiet pain that accompanies a bully and mobbing environment. Let's open our eyes, open the issues that confront us in an open communicative environment, and let's open our hearts. In many ways, it's cold here.

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There is much inequity between faculty and staff. The staff need higher pay and the ability to telecommute (when appropriate). Parking fees should be on sliding scale, so that people make more pay more. As it is the benefits, medical and parking take a much bigger chunk out of staff salaries.

I am concerned about the emphasis on athletics. The recent "biggest gift to App State" was for athletics. I have students accruing a large debt to attend school, juggling work with classes and having a hard time make ends meet.

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There is too much administrative work for faculty to complete that interferes with other aspects of my job (i.e., research, teaching, mentoring students.) I think there needs to be more institutional support around accreditation processes as they are very time consuming and assessment is becoming too much of a time burden. Program directors and clinical directors should be paid a 12 month salary as work is needed to be completed year round.

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Think bigger. Legacy strategies and policies are hindering its development. Faculty governance extends to issues where decision making should be vested with the Provost and Deans, rather than vetoed by the Faculty Senate (e.g., promotion and tenure procedures such as collegiate P&T committees).

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This institution is already a great place to work and I feel blessed to have my job, but if improvements could be made to the building I teach in (it's an older building) that would be nice. Also, if I could take advantage of more of the professional development opportunities,

which are sometimes only offered once a semester, or once a year, and inevitably fall during my scheduled classes, then that would be nice. As a non-tenure faculty member sometimes I am unsure about policies, feel insignificant in the overall institution (but okay in my department and among the select groups across campus with whom I've worked), feel like I can't speak my opinion to most people because I am out-ranked by them, wish I had a little bit more job-security, and wish there was more transparency about advancements, pay, expectations for my job level.

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This institution would be an even better place to work if we had a few additional faculty in our department to handle the excessive teaching load.

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This institution would be better if the benefits were better. The medical insurance in particular is abysmal. I also think it would be better if the university had more consistency across departments and colleges in terms of what requirements are for tenure. There is a lot of variety in what is expected and it leads to extremely different expectations for faculty.

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This institution would greatly benefit from a concentrated effort to increase diversity across underrepresented groups - in terms of class, race, gender/sexuality, religion. This goes not just for students but also faculty and staff. I also think that reducing tuition costs would help in that direction, but in general make college more accessible for more people (which is the role of state-funded institutions) plus make the overall experience better because by lowering tuition, students would not have to work during the semester or go into debt. These are factors that make for a more beneficial college experience for all, plus help students direct themselves to a calling that is not just about money but more towards a future where they might use their individual gifts to make contributions to benefit the general welfare of all. I also think this institution would benefit by investing a lot more in the College of Arts and Sciences. CAS is the backbone of a liberal arts degree in any university setting, and a solid grounding in the global humanities is foundational to any career-path and becoming a informed global citizen.

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This place would be a lot better place to work if it actually got its fair share of resources from the state. We are dead last in the state allocation of funds per student, and that's unacceptable. We are scraping together labs in rooms that are less suited for lab than my kindergarten classroom was. There isn't even a hint of a thought of a new core science facility after the Health Sciences college opens.

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To continue valuing the scholarly relationships among colleagues. It seems as if that aspect has been diminished at the expense of valuing more visible research and/or creative activity.

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To really know where the administration stands, are we a research institute or are we a teaching institute? This is not the same perception across the campus.

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Transparency and communication, pay equality

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Two things: 1) recognizing that rigor is not a bad thing to subject our students to, especially when most state they expected more rigor in their program of study; and 2) recognizing the efforts of people who have contributed to the university for 5, 10, 15, etc. years.

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Un desarrollo comprensivo de los programas educativos

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Updated buildings to support the greater number of faculty needed as a result of intensive growth in the student body. Seems like no one did the math on space needs for teaching and research before they invited more students to campus. Many classrooms were turned into office spaces instead of having students.

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Upper administration that is more honest and less driven by power. The way our chancellor eliminated institutional memory by getting rid of all the administrators who were in place before her arrival guarantee that at some point there will be a major conflict between the upper administration and the faculty who are the true custodians of institutional memory

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Very specific to my discipline: we need more performance/rehearsal spaces. I have worked at a number of institutions with more spaces for students and faculty to rehearse and put on performances. I wish we had more spaces, and I wish the spaces we had were more flexible/multi-use.

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We are asked to do more and more with less and less, especially by our new chair in mathematical sciences who needs to better support faculty (don't expect us to work 80-90 hour weeks -- we need a healthier work-life balance), and needs to better understand policies himself so he doesn't contradict university and department policies in his interactions.

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We are over-worked. We have insufficient staff to help with the amount of work that goes on in the department. We need more faculty. We need more space for labs. We are all very busy with large classes, labs, and grading, and we don't have the amount of time that we need to perform quality research.

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We are underpaid by all metrics. We do not have the faculty, staff or space to deal with the number of students.

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We like to say that we balance research and teaching equally, but the expectations for research seem to be much more clear than for teaching. Pre-tenure, someone told me, "No one ever got denied tenure for insufficient teaching but they have for insufficient research." I'm sure that's false institution-wide, but likely true in my department. Unless our classification changes, we are

not a research university. As such, our teaching accomplishments should have equal footing with our research, and there needs to be an institution-wide feeling of accountability with regard to enhancing our teaching.

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We need a full-time statistician to help us with writing up research.

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We need better pay for faculty and staff. When graduating students (and these are undergraduate students, with just one degree) tell their starting salaries, it is more often than not higher than my salary, and I have a PhD. We need better medical benefits, each year I feel like the UNC system is trying to squeeze by with providing less and less. Finally, and most importantly, we need more faculty. We often have a difficult time finding enough faculty to teach the classes that our students need each semester. My classes usually have long waiting lists. Making bigger class sizes is not the solution here, students receive a better education when class sizes are smaller. To fill the gap, we rely a lot on adjunct instructors in the department, this is also not the solution. Our adjuncts are generally highly educated and excellent instructors, they have no job security, no benefits and are paid quite poorly. High quality universities should not be relying on precarious labor.

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We need to work harder to increase benefits and increase diversity.

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We're bursting at the seams and desperately need more space. I have students working on projects in the hallways, stairwells, even the bathrooms because there simply is no other space. Our growth as a department is unprecedented in recent years, but we are not keeping up in terms of support facilities and it is causing us to lose students to other institutions.

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Wellness programs that were available when the University is generally closed, either a relationship with a gym that would accept ASU employees during breaks or some arrangement that would help you be active.

Compensation that took in too account the level of expertise that a faculty member has in their field not just who has been hired recently.

Identifying values that no one would object to such as kindness instead of advancing special interests.

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Work load more equitable amongst faculty and recognition for work.

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Work on our medical benefits. When talking to colleagues across the country it is apparent that we have poor medical benefits. Thank goodness I haven't really needed to use them much.

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Working more effectively with gender discrimination. I appreciate what is being done but much more needs to be done. There is an appalling amount of bullying on campus and the

administration is afraid to do anything about it. I know of a number of situations where women in particular have been driven out of ASU; this place is not kind to women. There are not enough people of color too, and if I were one, I would not want to work here.

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**EHRA IRPS**

**What do you appreciate most about working at this institution?**

1. Faculty in my particular program (not department) are comfortable to work with.
2. It was an early pioneer in my feel and while its current reputation is unjustified, it hasn't worn off yet.

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A shared sense of mission  
Flexibility in schedule  
empowerment from leadership

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Ability to work remotely

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Among most people, regardless of job--everyone is respected and seen as equal.

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App State has a great culture of collegiality. It has a small mountain college town feel with the achievements and worldliness of a large, urban university.

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Appalachian is simply a wonderful community, and I truly believe that the majority of us are working hard every day to ensure that all of our students receive an exceptional education. Most employees and departments work together well to meet this goal.

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AppState generally attracts individuals who want to be here and that passion drives many good things to happen, especially for students. AppState's mission is clear and long-held, although there are disagreements in the nuanced ways in which it is executed; I believe overall the tradition translates well to action. Now is a test of those values and character as the university is growing past small or medium status and translating and continuing those values will be challenging. I'm confident it can be done though.

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Autonomy

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Benefits

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benefits like access to work out facilities and group fitness classes at discounted rates, staff connect/faculty club, staff appreciation breakfasts, etc.

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Benefits, pay scale

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camaraderie among department members and freedom to run my team as I see fit.

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Collaboration of faculty and staff in various departments

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Collaboration with co-workers.

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Collaborative and supportive colleagues within my office and across campus.

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Colleagues

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Colleagues

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Colleagues.

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Collegial (personal) work environment. The ability to have ideas heard in a non-judgmental way.

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Collegiality and ability to express one's faith, whatever that may be.

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Commitment to the community and innovation.

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coworkers and colleagues

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Each employee is supported and valued, and a big focus is on work life balance. Professional development is a big asset as well

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Employee benefits.

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Enjoy working in my area and with students. My position is challenging and diverse it duties

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Everyone in my direct division seems very willing to work with me, as I am in charge of advocating for a population of students that not many folks know about.

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Faculty and Staff genuinely care about the students

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Family type staff relationship

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Flexibility in balancing work and personal life

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For me, there has been plenty of room for advancement for both me and my partner. I feel that my work has been recognized and that my contribution is important. I have also appreciated the tuition benefits as I have almost completed my doctorate with this benefit (will graduate in December 2018). I also have appreciated the flexible work environment that I have. My supervisor is understanding and supportive of me needing to take days off when my children are sick or when childcare has delayed opening due to snow.

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For the most part I feel valued. I have a long history here as both a student and as an employee. It was my dream to work here while a student and it is fulfilling to be able to do that.

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For the most part, the people at this institution are wonderful people. My experience with my work group and peers across campus has been that we work together to try to solve problems and all voices are heard. The reputation of Appstate is a good one, so I'm proud to tell others where I work. This has not always been the case in my career, so I appreciate it here.

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Freedom to complete tasks the best way I see fit

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friendly. everyone seems to really like it here.

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Generally speaking, the collegiality and closeness.

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Genuine care and concern for student success. Students are at the heart of our goals and decisions.

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Getting to work with people that genuinely care about students, faculty, and other staff.

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Good collegiality among faculty.

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Good employer and good benefits for this area. Flexible work schedule at times.

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Here, I have been able to grow and find my worth. I find my institution to community-oriented, and caring for their students.

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I am appreciative that I work for an institution that values my professional growth and what I bring to the table as an employee and educator.

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I appreciate having a job in a very competitive job market.

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I appreciate living in Boone the most. There is a "family" atmosphere here which is also positive.

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I appreciate my colleagues and the awesome work environment my office has. I also appreciate my supervisors understanding and flexibility in our office. They believe it is very important to have work, life, balance. I appreciate how the Faculty/Staff gym is free and all the services they provide. Overall, I feel supported at this institution and feel appreciated.

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I appreciate that I have the opportunity to grow as a young professional and as an academic. I work full-time for the institution but I am also a graduate student. My long term goal is to work in higher education and I feel that Appalachian has provided me with the opportunity to succeed within the workplace and the classroom.

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I appreciate that it is a job where I feel I make a positive contribution to the future of many lives by working with our students on a daily basis

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I appreciate that it's the only option to live in this town and have a full time job with benefits.

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I appreciate that my department and Division of Student Affairs values creativity and is action-oriented.

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I appreciate that my office/center is very family-focused and I am able to balance what needs to be done in and outside of work with the blessing of my immediate Supervisor and Dean. There is a wonderful sense of community within our college across the board, especially among staff members from each department. We are a very event-focused college and everyone pitches in to help regardless if it is their direct responsibility or not.

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I appreciate that people who work here (many of them)--SHRA, EHRA, faculty, some people in administration--really seem to value doing a good job in general. There are many great people at this university who really value doing good work and helping students.

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I appreciate the Appalachian values of sustainability, diversity and inclusion, community engagement, and people. However, in our office there sometimes is a disconnect between care of people and care of employees. We sometimes are given customer service tasks to complete that require 50+ hours in order to accomplish them. The take away is that it is important to project a value of caring for people, but Appalachian's own people are not cared for in the process. It sometimes makes for a stressful work environment and poor morale.

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I appreciate the cooperation and sharing of information between the different units in my division.

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I appreciate the culture of Appalachian. I feel that it is a special place and that I am a valued part of the big picture.

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I appreciate the culture of care and concern for students that we are trying to make a reality and the students who are making a choice to come to Appalachian State to be a part of this culture and community.

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I appreciate the culture of care and support from the majority of colleagues (including my supervisor.) I believe the staff genuinely wants to help each other, and shares information/help when needed.

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I appreciate the culture of the institution, the commitment to diversity and sustainability, and the fair pay.

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I appreciate the opportunity to help students grow, learn, and meet their goals. I appreciate the support of my supervisor. I like that this institution is in the mountains of Boone. It's a great place to live and work.

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I appreciate the salary, benefits, work/life balance working for this institution provides me. I appreciate the cultural events and community.

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I appreciate the school spirit in those who have it; I appreciate the location; I appreciate that it is still small enough that most ideas that pop up are listened to.

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I appreciate the sense of togetherness than the staff and upper administration exudes. From my first day at App, I have always felt welcome, valued, and important

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I appreciate the students and my fellow faculty members.

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I appreciate who I work with. I am very thankful for the people in my office. We all have the same goal and that is to help students. I work the most caring group of people and I love it!

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I believe that most individuals at this institution deeply care about students, faculty, staff, and community members. There is a deep commitment to engaging in meaningful learning, connection, and communication. Previously I was so proud of our many traditions but our current chancellor has not upheld or honored all traditions.

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I DID appreciate the emphasis on the developing the holistic student. However, it feels as if that is changing and no longer the primary driving force. I DID appreciate the environment to challenge the process in a respectable manner. However, I am afraid to do so at this point due to fear of losing my job. Overall, I continue to appreciate the students I work with- they are what keep me going and motivated.

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I do appreciate that in my position I have some flexibility. I may have late nights, so I can come in later the next day. At this time I do not have to clock in or out for my position, so I know my supervisor trusts that I will get the job done and respects the flexible schedule/personal well being. I am an alum of this institution, and have always felt supported by the staff working around me. I am also from this area, and appreciate the professional opportunity that allows me to stay within this area.

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I do appreciate the closeness of many of the faculty and staff. There is a "family" mentality and culture at ASU.

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I enjoy the collegial atmosphere of the institution and its employees and feel supported by my supervisor and coworkers. I also appreciate that there is flexibility to leave the office for lunch, errands, etc which is important for work/life balance at times. I also appreciate the number of vacation, sick, and community service days that we are able to accrue although it has become very difficult to be gone that many days a year.

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I enjoy the spirit of collaboration and the desire to work smarter, together rather than set up silos for innovations to be kept to one department or another. I appreciate the focus on sustainability and the natural environment. I appreciate the Administration's willingness to engage monthly with faculty and staff through informal social events; this speaks volumes about communication, transparency, and boosting morale. I also highly value our Human Resources department, who

actively seek out solutions to employee issues, enhance work/life benefits, and provide a wide-range of relevant professional development opportunities.

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I enjoy working with the students and with people from the community. Most of my colleagues are great to work with, including our current dept chair.

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I feel like my contributions are valued by my colleagues and my direct supervisor, even if not by higher levels. I feel like I do provide a useful services to our students.

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I feel that many within Student Affairs are truly student-centered professionals. They care a great deal about their students, and generally try to support their supervisees and encourage them to engage in self-care and work/life balance.

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I feel valued

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I feel what I do contributes to the diversification of our institution and that I am able to help make an impact on the lives of the students I work with.

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I find that my department and a few other departments I've worked with feel like family. We enjoy working with each other and there aren't little squabbles that get in the way of getting work done. I find that most department get along well with other departments and are supportive of each other's efforts. I have worked in institutions where departments were in "silos" and not nearly as willing to work together.

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I have an excellent physical work environment - the Student Union. My Departmental colleagues are terrific and my supervisor is caring & professional. I have relationships that go back a couple decades and value those very much. There is a "friendly" way of doing business here that I appreciate. And, I greatly value a flexible work environment.

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I have many caring and wonderful colleagues. It is easy to find faculty and staff who are terrific people!

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I have the ability and ample opportunity to pursue my dreams.

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I have worked at several higher ed institutions. This is the first one that cares more about the students and faculty than profit.

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I like being a part of the Appalachian Team and working on campus. I definitely feel like it is an environment where I am encouraged to continue to learn, grow, and follow my passions at work which make for a fulfilling career and help keep motivation high to do a good job.

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I love Appalachian, the tradition and culture of the institution, at least for my first 25 years (out of 31) here.

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I love my coworkers and my director. And I love what I do at my job.

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I love our campusâ€¦.Itâ€™s big without being too big and small without being too small. I really appreciate the office I work in and my supervisors. They have a hard job and they balance things exceedingly well. They higher the right people to work together as a team in order to get the job done. Our office is like a family. I have worked in many changing environments with a lot of different people and I can honestly say this is the best office I have EVER! worked in.

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I love the innovative programs and emphasis on student learning and support. In my current position, I have the freedom with lots of responsibility to grow a creative program.

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I love working for a University that feels like a family. There is a strong sense of connection throughout offices across the University.

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I personally have a good supervisor and rewarding work to do. I appreciate the ability to make a positive difference in the lives of students.

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I think it is a caring place that values students, faculty and staff. It is a beautiful campus and people take pride in the place.

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I truly appreciate the tuition waiver program. I have been able to continue my education at a much reduced cost, as well as improve my skills for my position.

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I went to school here so I love it and enjoy working for my alma mater.

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I'm thankful that we are able to work remotely in the event of inclement weather and not have to use our personal days.

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I've met a lot of good people here. The access to programming and the rec center is good.

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In my area, there's a true desire to help students and to improve their lives. We also have a strong department and generally get along well with each other. I'm also an alumnus and love that I was able to return to my alma mater to work!

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In my new role I am afforded more personal freedom to structure my day and make the best decisions for meeting the needs of the office and my students. My new supervisor is trusting and appreciative of my work.

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It is a respected institution by employees and others around NC.

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It is a small institution which makes it easy to know a lot of people here. People tend to stay here a long time, which can be good and bad, but it's good because there is good memory about policies. Sometimes this can backfire if people are resistant to change, but I think overall people want ASU to be great and work to make it so.

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Location in Boone and the mountains, flexibility of working conditions especially in my department, I can use health promotions and other gyms, the library, go to university sponsored events and otherwise enjoy the perks of working at a university, I feel very lucky

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Location of the institution, leadership of Chancellor Everts, and collegiality among the staff in my department.

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Making a difference each day in a students life.

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Medium sized student body with a small college feel.

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My colleagues

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My colleagues and the students.

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My colleagues in my department, my students, the opportunity to grow professionally, tuition-waivers.

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My department in University College is outstanding. Administrators and staff are all excellent. People around here work hard, and genuinely care about students.

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My department is a great place to work. I enjoy many of the people with whom I have made connections over the years.

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My department within my division. Overall, it is run well, has adequate resources, works well together, and has competent and supportive leadership.

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My institution remains devoted to being a safe, supportive, and respectful organization. Our culture, even when it struggles with change, still allows for my growth as a part of the community.

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My job involves my passion. My supervisor is supportive of me and my staff.

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My job. I enjoy what I do. I find it satisfying and rewarding.

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My office environment is great. I really enjoy the people I work with.

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My office has so many amazing people, and I have never had an issue with anyone at all in almost 2 years since I began. We are open with each other, we work together extremely well, and our teamwork is unheard of in my opinion. As a graduate of App, it is amazing to be able to work for the place that changed my life for the better so that I can give back to future and current Mountaineers.

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My supervisor. He has my back.

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My supervisors and colleagues in my dept are amazing. They care about us, both professionally and personally. They are what makes this institution wonderful.

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My unit is truly unique and I feel that my position on this campus makes a difference on a daily basis. I feel supported by my co-workers and I am praised for a job well done by my supervisor on a regular basis. The combination of finding self-worth by helping through my job, as well as the work-life balance, makes this my literal dream job.

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N/A

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Opportunities for collaboration, stability of employment

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Our students and the communities we work with. Many of our students are activists and are becoming critical thinkers who will go out and make change in our community, state, country, and world. Some of our colleagues are empowering forces and advocates for our students and are wonderful role models for them.

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Overall, faculty and staff are easy to work with. Faculty and staff have a lot of school spirit and pride. The culture makes me feel like I'm part of something special.

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Overall, the general collegiality in this institution is refreshing. As I walkthrough the university, folks are friendly and open in small groups and one-to-one. Very professionally friendly atmosphere, generally.

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People are nice and friendly.

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People who work here do so because they want to be here. We love our students and are excited about the prospects of our faculty endeavors. We are proud of what Appalachian State has to offer to our students, our community and our region.

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Pleasant interactions with colleagues and students.  
Relaxed environment.  
Sense of contributing to educational mission.

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Students! I love helping students!

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Supportive Colleagues, Institutional Culture

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that there is a sense of community/family, that people do genuinely care about one another and our students. Also, that most people here are extremely accepting of everyone, that this is the kind of place you can be yourself and not feel the need to conform

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That there is a shared feeling that Appalachian and Boone is a special university and community. And that we are all here because we value our students, our community, and an interest in making improvements.

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the "family" feel

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The ability to collaborate across departments and have open discussion

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The ability to do a variety of different things, and work with good people.

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The ability to work on different things every day. No day is boring. I am always learning new things.

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The ability to work with students and shape their lives.

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The atmosphere of the town and university, the people are great, and the students appreciate our work.

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the attention paid to students

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The autonomy I have to do my work and job. My program is a tiny piece of the overall institution, but I feel completely supported by administration (supervisor/chairs, deans, and CFO) as well appreciate the opportunity to work with faculty in several Colleges. Being able to support student learning is my passion and goal and it is a privilege to be able to do so at this institution.

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The care we have for students and genuine commitment to providing a quality experience for them.

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The caring of students and each other.

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The Chancellor's leadership and the reputation of Appalachian among state and local officials

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The climate and scenery.

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the collaborative nature of those in my department and among other departments on campus

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The collegiality within my department and the opportunity to collaborate with other departments. The benefits are generous and allow for work/life balance. I feel that my supervisors treat me with respect and allow me autonomy, while also providing strong leadership and feedback.

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the community

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The community and the people

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The coworkers and direct supervisors in my organization.

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The culture in my immediate working team is great and my supervisor is fantastic. I appreciate the amount of vacation/sick time we are allotted.

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The culture is warm, inviting and supportive. In general, people are respectful of others. Students are considered above all else. It's clear that our mission is to educate and serve students.

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The department in which I work is built on trust.

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The environment of care and concern  
University's commitment to sustainability, teaching, access (eg. 1st generation, low income students)  
Support of partners in our Division and Supervisor  
University's mission as a comprehensive public school

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The freedom, respect, and trust I am given to do my job well; the opportunity to work with students and hopefully make a positive impact in the world.

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The group of people I currently work with in our office.

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The intellectual curiosity of the majority of the people working here. The cross-departmental collaborations that are campus-wide, for example, the Black Mountain College semester.

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the location

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the natural clean environment, the community, really, just "being" in the mountains everyday. I feel a sense of community here.

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The nature of my work is engaging, the students I get to work with are motivated and talented, the location is stellar, and I work with bright and motivated colleagues.

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The opportunity to work with caring and dedicated individuals. I have built a community and home here and I know if I ever needed something I have a strong network to lean on.

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The overall sense of community that exists between departments on campus.

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The people I work with and the long term relationships that develop in a community employer such as ours. It truly is a family.

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The people I work with and the students I interact with.

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The people in my department. I enjoy coming to work everyday because of the people who I work with.

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The people that I work with and the students who attend this institution.

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The people that I work with everyday and the trust given by the supervisor that allows me to think outside of the box and be creative

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The people that make up this wonderful community

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The people who are caring and compassionate - who want to make a difference in the lives of others

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The people, including students, fellow staff and faculty.

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The people, the human resource.

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The potential to make a difference in our community, region, and world. The fantastic benefits, particularly ability to take classes, and the generous vacation days. There was a time when I also enjoyed a sense of collegiality across the campus --when we had clearly articulated sustainability goals or goals to increase our international representation, but our goals are not clear at this time.

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The quality of student we attract, the quality/quantity of our donors, the freedom to plan a drive towards the mission that best suits my department.

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The relationship of the individuals. The care for students being at the heart of every day work.

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The respect and trust that I receive from my department, supervisor and senior leadership. I like the opportunities available to participate in multiple activities. The sense of team in this institution and the opportunities for interprofessional work.

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The respect from my chair.

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The scenery and ability to enjoy nature.

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The sense of community among students, staff, faculty, and local Boone community.

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The sense of community; a "village" that requires everyone to make things work.

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The small support system of colleagues I have

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The special culture is apparent among staff and students. Creates a wonderful family atmosphere.

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The spirit of Appalachian is motivating and inspiring.

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The spirit of hope and the power of the collective knowledge and experiences shared!

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The student body is, as a group, composed of some really nice young people. For the most part, they are pleasant to work with. Insofar as leadership is concerned, I don't know whether the faculty and staff hear everything we probably should hear. I appreciate my supervisors and co-workers very much. I feel supported and affirmed by all of them.

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The vast majority of the students, faculty and staff that I encounter, truly love being at ASU and being part of the community (which in this case means the campus and local community). In my time here, I've only met two employees that didn't want to be here. It really is a special, almost family-like, environment.

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The work/personal life balance. Not being overly pressured in regards to grants and publications is greatly appreciated.

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There are a lot of great people at this institution across the board (faculty, staff, students, and administrators).

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There is a strong sense of student-centeredness and community on our campus. I also appreciate our employee benefits package as it is significantly better than several of our surrounding states.

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Trust that I'm doing my job well and adequate flexibility with my personal life.

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Unfortunately, my excitement for teaming and collaboration at this institution has not been realized. In fact, there is less teaming and collaboration occurring than in the public sector. This is disappointing, as students are learning old and outmoded thinking that does not reflect or prepare them for the dynamic conditions they will be working in.

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Working with liberal-minded people  
Helping students achieve academic success  
Freedom to accomplish my work goals in my own manner

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### **What would make this institution a better place to work?**

More respect for low paid people, such as housekeeping staff. Or, treating office staff as equals rather than second class citizens.

A chancellor more in-touch with her constituents.

\* Give voice to the local community as the university expands. \*

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1. NOT BEING PART OF THE UNC SYSTEM.
  2. NOT BEING IN NORTH CAROLINA.
  3. HAVING A DIFFERENT (LESS CONSERVATIVE AND ANTI-EDUCATION) STATE LEGISLATURE.
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1. There are a lot of silos between colleges and divisions - academic and student affairs don't work together well and each college does their own thing (i.e. advising). While the faculty/staff work well together the processes create the silos. For example while the Union is Student Affairs territory, other divisions have a hard time getting rooms for events.
2. The budget restrictions for academic affairs limits programs that could be used to better support students - for example, not being able to buy food for events makes it hard to have student events where faculty and students could mingle or student events for new transfer students.
3. The snow day policy is an accident waiting to happen. Staff should not be required to use vacation when the weather prevents them from getting to work. Most come in to work even when the university is on a delay or closed because they don't want to use their time. It will only

take one accident for this to be bad. Every other state (3 so far) I've worked in has allowed employees to stay home with no penalty (i.e. vacation time or to do work from home) when weather is poor. This also allows the university to plow the roads/parking lots without cars in them. Snow days are a little perk of working in education but NC treats it as a punishment.  
4. The cost for dental insurance is ridiculously high - until the medical insurance went up dramatically basic dental cost more than medical!

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A better system of conflict resolution for faculty by directing all conflicts to Human Resources, a neutral third party. Faculty, chairs, deans and Academic Affairs evaluate each other, making any conflict resolution fraught with politics.

REAL consequences for faculty who bully and harass others, not just a "talking to" or slap on the wrist.

More emphasis on appreciation of diversity.

More emphasis on civility, especially faculty-to-faculty and faculty-to-staff.

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A bit more unity in understanding the main goals and values within the mission and daily operations. And the passion with which some individuals carry out their duties as well as their devotion to AppState can be insular and exclusionary...even to the point of bullying...and I believe these folks have an altruistic aim and don't see the folly and damage of their ways. Unfortunately, it's a brutal underside of AppState because in many ways it can be very welcoming...as long as you go along with the notions of those who are entrenched or hold power due to position. I actually love working here but chafe at this trait and work to subtly move the culture beyond this as I've run afoul multiple times because I entered the wrong side of a debate or held a different position.

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A commitment to professional behavior, concerns brought to the individual for discussion by students/ colleagues/faculty/admin with open honest engagement and a collaborative effort to meet both parties needs prior to going up the chain of command. Clear and concise expectations; thorough orientation and mentoring from day 1 not after struggling for a semester while asking for help and being made to feel that if not successfully re mediated then a job loss is the only outcome.

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A larger pool of funds accrued through gifts and endowments that could supplement student-fee funded services. Every member of the institution should feel empowered to build relationships with potential donors, and any item or area presented as a "priority" of the institution should be visible in the strategic plan of our Advancement office, and more importantly in the efforts of that office.

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A more flexible work week would be beneficial. I would love the opportunity to work remotely or to work 10 hours a day for four days from time to time. I think this would contribute to workplace satisfaction and efficiency.

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Ability / trust to work remotely.

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Ability to work more independently and develop creative ideas and models while utilizing the resources of a very bright faculty and staff.

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Additional employees/staff to help our office reach our goals. Our job descriptions don't start to cover all of the tasks and responsibilities. I'm trying to do two different jobs with 50% appointment for each, when really these could use a dedicated full time employee for each program.

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Additional resources for my department, to increase our success.

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Allowed to work at home on bad weather days

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an HMO for health insurance. if the Vice Chancellors were not afraid of upsetting the Chancellor, better decisions would be made.

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As with many growing institutions, we are facing major space issues on campus. It is challenging to have aging buildings with a variety of HVAC capabilities and office-space needs. I also think this institution has done a lot to promote student diversity; our next step is to promote faculty and staff diversity.

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At this time this institution is in the process of growing and I feel that we do not have resources established for our growth.

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Bad behavior, poor work performance, and open contempt for the supposed values of the university are not regarded as hindrances to promotion or raises.

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Become a private university.

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Benefits harshly penalize individuals with families.

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Better benefits, better pay. I got a promotion, with three times the amount of work, but only \$100 a month pay increase.

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Better collaboration between the university and greater regional community. Stronger collaboration between all institutions in the UNC system perhaps shared resources across campuses.

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Better communication among supervisors /leadership and staff.  
To encourage staff to effectively complete daily job functions without being micro-managed.  
To have faith in those that you supervise.

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Better communication between all levels in the departments.

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Better communication from the Chancellor.

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Better compensation and the ability to move up within the University - There is no such thing as promotion because a national search has to be done for any opening at the EHRA level.

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Better handling of "required" vacation days and snow days. We should not be forced to use our vacation time when not reporting to work is mandated.

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Better leadership, open to all individuals, understanding that not everyone needs varsity sports

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better paid. it is pitiful at this point and I am almost ready to retire. I will honestly bring home more money drawing social security and believe me it is NOT much money. Very sadly I have not had the type of pay increases you would hope for with over 35 years experience in higher ed and a PhD. I work with administrators making twice my pay with half the years of experience.

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Better pay for the workers who cook the food, empty the trash, cut the grass and do all that it takes to keep us running.

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Better pay, opportunity and benefits. Because we are the only game in town for the most part there is not a lot of advancement or opportunity in the community. People don't leave and when they do, they often do phased retirement or part time so their positions are not vacated.

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Better recognition of our administrators and staff working in academic units. More transparency and opportunities for feedback.

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Better relationship with a neighboring department

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better title IX compliance, team locker room, indoor tennis courts, assistant coach

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Better understanding of work-life balance for SINGLE PEOPLE TOO!!!  
Better understanding from Senior level supervisors on how to work with staff/faculty whom are from a younger generation...communication styles vary and being able to check google calendar instead of assuming I'm not doing my job.  
Increased diversity of faculty/staff.  
Better communication between faculty/staff. Faculty and staff tend to not intermingle or connect as much as faculty with faculty or staff with staff.  
Sufficient staffing to accomplish goals. A review of what positions take on "too much" work to be productive across campus.

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Cheaper insurance for family members/spouse and greater access to childcare.

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Clarity on institutional priorities. Investment in individuals and their professional development.

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Consistency between offices on the application of policies and balanced workloads.

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Coworkers that cared a little more for the mission of the department, and a little less about their personal agendas.

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Dean making decisions after consultation with all parties affected by those decisions.

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Definitely work on getting more equitable pay ranges and raises. I think that throughout the UNC system parking is always an issue. Paying for parking to work is a tough pill to swallow. Maybe a better discounted rate for faculty and staff?

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Despite feeling supported, I feel that this institution's administrators often make top-down decisions without input from the expertise of those "in the trenches". I also wish I had more control and/or input about funding allocations. I think there could be improvements to how funds are spent. Finally, I would appreciate salary increases that are equitable to others. EHRA employees are not treated in the same regards as SHRA and faculty in terms of salary increases for state employees.

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Elimination of the status quo mentality that prevents growth and moving the university forward. Too many people resist change because it's "not how we've always done it" and that creates a lazy mentality that's contagious across all aspects of the university.

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Equal pay  
Better pay  
Better benefits...our benefits decrease every year and I am concerned about this trend.

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Equity across campus that promotes fair treatment and pay for all employees, regardless of classification. Recognition that it is not just teaching faculty that make this institution run, but a host of other professionals that work to recruit and retain students so the faculty can have students to teach. Far too often those behind the scenes, such as in Enrollment Management or Student Affairs, are not recognized as contributing to the overall campus climate, with teaching professionals receiving the accolades. This practice needs to be evaluated and reconsidered.

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Evaluation of supervisors from employees. Space to be heard and respected.

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Fair Compensation for the work that I do and the title that I have

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Flexible work schedules (three-quarter options, work-from-home options, shorter hours during summer) and more adequate staffing, especially in larger departments who have one person doing three or four people's jobs.

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For each college to better understand how the other colleges work in areas, for example, Dean's Office operations, advising and records.

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Free Lunch?

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Funding for yearly professional development opportunities

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Funding to increase the number of staff at the Counseling Center, as well as additional mental health resources and prevention programming.

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Greater commitment to recruiting and hiring diverse faculty and staff, stronger on-boarding process within departments, more fluid communication top-down from administrators to senior leadership, etc.

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Greater emphasis on diversity. Greater emphasis on the voice of students.

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Have more mentoring for students and more collaboration on policies when they affect more than one area or department

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Having resources to right-size departments across campus.  
More childcare options for families - daycare, snow day care and after school care

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Having staff meetings or support for our programs by our program chair. Having program chair selected on the basis of qualifications.

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Having the opportunity for my family to use my educational benefits (tuition waiver) would be a great improvement. Communication often seems to move at a very slow pace when communicating from the upper administration to the rest of the institution. I can generally hear the rumors (which often have the facts distorted) long before we hear that actual truth from upper administration. I don't always feel that the input of staff or midlevel professionals is heard or valued on campus. Having more options for support when there are interoffice conflicts would help immensely.

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Health insurance that is less expensive and provides better coverage. More opportunities for a promotion or raise. A more diverse student body and faculty/staff. Better support for trailing spouses of new faculty members.

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Higher pay for staff positions and opportunities for advancement, and more affordable health insurance options for families.

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Higher standards, higher salaries,

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Hiring from within seems to be frowned upon. Sometimes, some of the best people are overlooked. Also, the ability of the deans not allowing the search committee to make a recommendation, but having to present the candidates with pros/cons seems to discount the intense work of the search committee.  
From a work life balance environment, our college is pretty balanced - doesn't expect EHRA to work extended hours without being able to use flex time or comp time. Other departments, like Admissions, are expected to work long hours without recognition that working late or on weekends impacts home life.

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Housing in the area is incredibly expensive for new staff and faculty who are just locating to the area. Large housing corporations have bought up most of the apartments and homes in the immediate campus vicinity forcing faculty and staff to live further outside of the area in neighboring counties. In addition, these dilapidated student houses have rundown the beautiful scenic neighborhoods in Boone. As a major employer in the area, I would like to see ASU work with the community to provide reasonable housing for families who want to live in the area and to get students into university housing and out of the neighborhoods.

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I believe we are grossly under-staffed and under-resourced to do our jobs to the best of our ability. This lack of investment can lead to low morale and feeling like we are drowning a bit. I believe the Chancellor's Leadership Cabinet is, for the most part, supportive and engaged. I would like to see more transparency and \*meaningful\* engagement from the Chancellor with students, faculty, and staff, as well as with our alumni.

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I don't have many suggestions. I sometimes feel underpaid within my unit, but I am thankful for the salary I have.

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I don't know that I know enough to comment on the broader concerns of the institution. I would only feel comfortable commenting on my unit or dept.

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I enjoy it here now.

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I know everyone says this, but I truly don't believe my pay is reflective of the work that I do. Also, I have small-scale resentment that longevity does not "count" in the salary reward system. Loyalty and solid work performance should mean something more than it seems to presently mean.

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I often think there is not much communication from senior administration about the various initiatives concerning growth, development, even a strategic plan. These things are happening in multiple task forces, committees, etc. but as a whole the University is not moving forward as a single entity. Open forums are great but we never hear what comes of them. There is a perception they are pointless because the administration will do what it wants regardless. Athletics versus academics is becoming a growing concern for many. This University does not seem to know what it wants to be.

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I think it is important to provide opportunities for promotions for employees. As it stands now, there is no way for EHRA staff to be promoted without a national search since the Equity Office requires all searches to be national unless permission is given otherwise which seems rare. I understand this philosophy to a point and I want to encourage more diversity at the institution but when a department has well-qualified, dedicated professionals who have done excellent work for a long period of time, that department should be able to make the decision to promote from within. Our current practice is not good for morale and really needs examining. I think the cost of our health insurance has gotten much too high and do understand that this is a nation-wide problem but one that really needs to be addressed. I think our growth in student enrollment is a problem as well. While more students means more money coming into the institution, all departments are not provided with the appropriate resources to meet demand. Also, the infrastructure of the institution and the community is not built to withstand that many more students each year.

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I think sometimes there are a lot of politics and hierarchy in place that prevents several of us from doing our jobs effectively. Also, Boone is an area with high cost of living and our salaries don't always reflect that. I think it would help with our retention for that to be taken in to consideration, not only to be rewarded for the work we do, but consider where it is that we work. And, we can't just say we believe in diversity and diverse thought and not follow through and put our actions where our words say we are. We are a family only to an extent, several of our colleagues and students get left behind because of systems and traditions in place. We could do better with that.

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I think that direct supervision staff needs to be more fair and consisten with their handling of policy.

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I understand that the benefits are dictated and negotiated by the state, but our benefits, especially medical, are much worse than where I came from.

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I was not so thrilled with the increase in medical insurance rates, which I believe were state-wide.

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I wish there was a commitment to deconstructing white supremacy. Our students and staff of color often report unpleasant experiences at the institution. I've seen so many friends leave because of the whiteness at the institution. The Christian privilege is also strong. It's hard to have a non-privileged identity and exist among folks who have never considered their privilege.

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I wish we had a 12 passenger van permanently assigned to us

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I would like for ASU to minimize it's public association with the UNC System. Until the system penalizes UNC-CH for it's decades long academic fraud program to benefit athletics, I don't want anyone thinking our university would resort to the same unethical behavior as the supposed "flagship" would.

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I would like if the senior administration would allow more flexibility in work distribution. One teaching credit hour is not the same for every class. One service credit hour is not the same for every service. Non-tenured members of the faculty are just as important to the university as tenured faculty, but are not treated the same.

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I would like our strategic plan to be known, highly publicized, often discussed, and actionable. It is unclear what our focus is, both in terms of physical development of the campus (what are we building where and why? How does it fit our mission?) and in terms of how we uniquely fit into the UNC system and how we plan to develop our academic offerings in a way that will benefit

our stat.

It is unclear what is important to us--is it athletics over and above creating proper environments for learning? I often feel that the our leadership has a plan one day, and two weeks later the plan has changed, based on the latest donor's interest, or a new opportunity. Case in point - the development of the stadium's end zone with new seating for 7 home games--a project that reduces available parking and does nothing to benefit deteriorating classroom buildings or potholed roads.

We talk the "sustainability" talk, without walking the walk. Let's clearly articulate what "sustainability" means and have a plan to get there with measurable yearly goals. And for heaven's sake, can we drop the "social justice" mumbo jumbo? Or include it as an element, but not make it the focus, unless it can be defined and measured.

We focus on diversity, only in so far as it impacts black students. We should focus on diversity of thought, not diversity of shades of brown. How about diversity of religions in addition to diversity of sexual orientations? Diversity of cultures? Diversity of art or technology? No thinking person can support historically black colleges (which tend to be extremely segregated) and at the same time argue that integration is needed for the sake of integration. Right now we are funding a project to install Greek plots for historically black fraternities on our campus--this is a project that will cost \$100,000 that will benefit 50? 100? students. I understand it is a symbolic gesture, but it is somewhat alienating as well. Why treat one minority interest group to special privileges that Asian or Hispanic groups, or the majority of students will not enjoy.

Those are my big wishes--a sense of direction modeled from the top down. And by the way, I have all the empathy and sympathy in the world for a chancellor. What an absolutely impossible job. I think our chancellor works hard. I think about her often and wish her the best. However, we probably need to do some real thinking at the GA level about what it takes to run a successful, self-supporting business, and look for those qualities in a Chancellor. Let's start thinking more practicality and less ivory tower. What are our unique and specific goals? What qualities do we want our students to embody? What "product" do we want to produce? And if all of this seems like too much, then I'd like to answer the questions by saying "I'd like to bring a dog to work."

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I would like to be able to voice my concerns without the fear of repercussions. There seems to be a developing culture that if you complain against your supervisor(s), you will face termination from employment. I believe I was harassed by an upper administration member but did not complain out of fear of losing my job.

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I would love more flexibility in my work schedule (options for work from home, compressed week, etc.).

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If administration was able to act more quickly in making decisions, while also communicating with individuals who will be effected by those decisions. Too often I believe decisions are made with disregard for the larger impact.

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If it were located in a better city.

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If we really worked together and understood what each of us did, we could run more efficiently. Too often egos get in the way, and either projects/services/etc. are duplicated or people are circumvented to avoid working with them.

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If we were able to hire more employees to meet our UNC system wide goals

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If we were compensated adequately. Hours spent working are not represented in my pay.

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If we would stop insisting on doing more with less. As an academic institution we should be provided with so many more resources than we are given. I work in an academic support department that does not have the space nor funding to give the support to the students of this institution. I don't understand how we can not be given the necessary funding to help students graduate from this institution. We are expected to keep doing more with less but at some point it becomes impossible. If we are going to continually accept more and more students every year, we need to be able to provide the appropriate support resources to them. We can't keep letting more students in if we are not going to be funded and supported as such. We can't expect employees who are underpaid and departments that are understaffed and under resourced to effectively do our jobs.

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Improve pay and benefits; stop awarding high salaries to administrators and close the pay gap.

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Improved workplace and salary (eg. very old furniture, carpet, wall paint, decor and inadequate space to adequately serve student need)  
Communication and interaction with Chancellor

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Included Dental, Input of Departments affected on large decisions

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Increase in pay & holding those accountable that are not fulfilling their job responsibilities.

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Increased consideration of transfer students.

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Increased diversity across campus among student body, staff, faculty, and administrators. Interacting with people from different backgrounds and cultures opens our minds to new ways of thinking that can be beneficial to our work environment and serving our students. Additionally, leadership being more open and transparent with communication. Sometimes it's difficult to support a decision or an initiative without transparency or appropriate information.

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Institutional decisions made should involve those who are directly affected by the outcome. I feel so many times decisions are made from "higher up," and these decision-makers do not have all the necessary details to make the "best" choice for that program/department/college.

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Institutional training/onboarding for all supervisors. One of the most common reasons an employee will leave a position is due to their relationship/experience with their supervisor. All supervisors should have shared understanding of this institution's values for supervision. If they are hired in as a supervisor, there should be additional onboarding just for supervisors. If they become a supervisor after hire, (via promotion), they should receive training then.

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It feels at times like leadership says they are listening, but there doesn't always feel like there is communication back that shows movement or explains why there cannot currently be movement on an issue or topic.

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It's astonishing how much one bad administrator can negatively affect morale, productivity, program development, and the reputation of a department, college, and the university. Even more astonishing is how such people seem to remain in their positions year after year, even when there is clear evidence. Removing people in administrative positions who have multiple documented complaints about them from multiple people across several years duration would greatly improve the workplace environment. Many of my ratings would have been higher if this one person was replaced with someone who leads and manages more effectively.

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Leadership training for unit directors / deans that promotes an increased team oriented outlook. It seems at the unit level, there is unhealthy competition among unit members and folks trying to one-up each other for recognition. I've been unhappy about this in my current role. Formal leadership training in some form or fashion, i.e. adaptive leadership practices or facilitative leadership practices would help with creating a unified atmosphere of collegiality that begins from the top.

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Less expensive health care for spouses

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Less focus on the tenure structure- there are some incredible teachers that are not yet tenured or are not tenure-track faculty. MORE choices in health insurance, not fewer. More focus on continuing education for faculty, not just research and presentation.

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Less separation of faculty and staff --> team focused/joint activities that truly appreciates each person. More allocable space for faculty and staff.

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Money. Money for raises, for professional development travel, money for building improvements and additional much-needed staff.

Real discounted (or FREE) event tickets. Not having to pay for parking. Free access to health facilities. More tuition waivers per year (or shared tuition waiver programs). Discounts for children of faculty/staff to attend. More childcare options.

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More affordable child care options. Not having to worry about my kids would help me be a better employee.

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More appreciation and general respect for non-tenured faculty & staff.

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More available financial resources.

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More career development initiatives.

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More communication between "higher ups" and general staff. Having more people of color (and other marginalized communities) in higher level positions. Maternity/paternity benefits for staff members, not just faculty.

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More consistency in application of policies and more transparency.

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More consistency in the positive aspects.

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More diverse student and faculty body.  
Having tuition waivers for graduate students! We want to attract and recruit competitive graduate students, but we are unable as these students are required to go into debt to come here.

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More efficiency in everyday tasks

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More emphasis on making campus a more welcoming and inviting space (specifically recruitment and retention of students, staff, and faculty of color; mandatory training for working with diverse populations; open and courageous conversations around difficult issues like bias incidents on campus and in the community.  
More salary equity, some of our SHRA employees are paid an unbelievably small salaries for key positions on campus that are often mandatory when bad weather hits (housekeepers, dining services, physical plant). It is incredibly difficult to live in this area with such low salaries, forcing people to live far away from town. Also, better health care coverage is critical. It is expensive staying healthy in this area with our insurance coverage, I can't imagine how people manage when they are significantly ill.

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More equitable pay/raises and/or More staff to carry the load.

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more ethnic/racial diversity

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More flexibility in work hours for staff. Being allowed to work from home one day a week. Parking and traffic in this town get worse every year and this would alleviate some of the pressure on that infrastructure. We waste a lot of time in traffic and looking for a place to park. Nowadays, there's no reason why a lot of work can't be done from home.

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More funding for professional development. Centralized advising offices for each college with professional advisors.

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More human resources in certain areas of student support. Clear and transparent leadership from the top down.

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More open to new ideas and new approaches.

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more options for advancement/salary increases in job categories that don't have a promotion track.

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More resources are needed to make this a better place to work and serve students. Faculty are not adequately or appropriately compensated for their work they do.

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More resources for professional development.

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More resources to address the need for space limitations both academically and in the areas of student support. More focus on family in regards to childcare (not sufficient on campus or in the surrounding area). Stipends, or salary adjustments for relocation and high cost of living. Salaries and benefits also need to address the cost of living and available housing. Faculty not serving as "sub contractors" so to speak where they choose to do and say whatever they want in the name of "tenure" and freedom of speech. State resources more equitably distributed. If an institution does not have it's share of STEAM and an R1 designation, the funding formula is smaller. However, there are still needs at these institutions as well. Many departments are operating with much less staff than other institutions of similar size. Financial resources to commit to diversity in faculty and staff. Cost of living pay increases.

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more respect between faculty and staff - there does tend to be a bit of "us vs them" between those groups of employees. Better pay would be instrumental in attracting and keeping quality faculty and staff - there is the misconception that it is cheaper to live here, therefore pay is not as competitive. However, the cost of living can actually be a good bit higher than other areas of the state: housing costs are higher (driven by low inventory and 2nd-home prices), heating costs, groceries and gas are more expensive (because they are "driven up the mountain")

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More school spirit/pride; an atmosphere where employees didn't feel like they were over-worked/stressed to the max taking on too much; a place that appreciated the good we can all do, and where everyone does their share.

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More space

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More space and raises. Do to the extended period of little to no raises, I actually make less then I did 10 years ago due to cost of living increases.

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More space, academic calendar matching closer to K-12 calendar, more child-care services/programs, more affordable health insurance benefits for dependents/spouse.

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More support (financial, staffing, facilities, etc) from the State to be able to continue to grow and progress and to continue to be better

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More transparency of our senior leadership and less politics.

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More transparency, more resources, responsibility, and input taken from middle management in departments

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More transparency. Often, business appears to be conducted in secret.

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My institution would be a better place to work if it had a better level of diversity in its faculty and staff- especially in senior leadership.

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My physical office space is uncomfortable. Overall, App is a great employer!

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N/A

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not be stuck in old ways. be open to new ways

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Not sure - only been at my institution for 7 months.  
More diverse staff is something I have noticed would improve my and students' experiences on campus.

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Not sure.

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Openness by senior leadership to take into consideration the opinions and desires of our staff not just faculty. Sure faculty teach our students but there aren't going to be students without our staff members. Way too much of an emphasis on pleasing faculty.

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Overall, it's a great place to work. I appreciate feeling comfortable speaking with my supervisor about challenges. I get the sense he cares and will work with me to find solutions.

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Paperwork reduction. More online forms, less paper, electronic signature system, universal electronic record keeping. Less red tape for getting things done.

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parental leave for staff, which demonstrates equity with faculty and a value on allowing staff to raise the next generation of college students; affordable child care options on campus that are open to more faculty and staff; dependent medical benefits that are affordable.

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Pay commensurate with others in my field elsewhere. Many in my field at my level earn quite a bit more than me, even those who live in areas where the cost of living is lower (or indeed much, much lower) than Boone.

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Pay market value not well below for EHRA Staff Position. It's expensive to live in Boone!

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Perhaps being a less top heavy (fewer administrators) and more focus on the core objective, education.

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Policies that reflected the concern for students who are not able to make it on their own. For example, more financial help

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Prevent toxic people from having so much sway over the university. There are a few faculty who are out to stir up trouble and administrators are hesitant to rein them in.

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Professionalism. I think it's hard working in an institution located in a community where there is a lot of family history and nepotism.

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Remove blatant disparities in treatment of employees at similar levels and within similar departments. Require extensive discrimination and bias training for all supervisors.

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salaries that were comparable to other institutions who pay appropriate wages

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Some better buildings - renovations especially of certain classrooms, dorms, and especially some bathrooms in the academic buildings.

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Sometimes direct leadership in my unit is lacking, following through on simple tasks such as employee performance reviews, etc. don't seem to happen, employees that don't work as hard as others are not encouraged to do things differently or confronted about their actions which can be tough on morale sometimes.

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STOP creating programs with out the infrastructure to support them. Prime example: Fermentation Program.

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Stronger communication and efforts to follow through with implemented programs

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System to evaluate supervisors without fall out, hiring more staff in areas so we stop forcing the staff/faculty to do MORE with LESS. ASU thinks that is a good thing. Non-Teaching faculty are expected to work more than 40 hours a week and do not have a protection for this or enough staff to cover the jobs.

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The compensation levels in my area are too low.

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The institution is terrible about building careers for internal staff. I have been here a long time and I can say no one has ever been promoted in the staff ranks where I work. Staff must leave to make any progress in their careers. There is not enough using the current staff when hiring for key positions and instead we bring in others when we have qualified people on campus who could do a great job, but we write positions so narrowly that we can't promote from within. Many staff are in positions where there is no clear way forward without changes made in how we classify positions. This is wrong.

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The only part that I dislike about my job is that all of our members in our office work an inordinate amount overtime in the fall semester, but there is no compensation time awarded. We

can work with our supervisor on a case-by-case basis, but I wish compensation time was integrated into the job description itself and into our time sheets / leave reports.

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The removal of tenured faculty members who are not performing, benefits and salaries which mirror those of surrounding states.

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There is an "in" group in Student Affairs who are promoted to jobs they are not qualified for and continue to get more pay and more benefits. Others are let go, demoted and treated poorly while those who don't necessarily have the skills get promoted into positions because no one wants to lose a friend. As a long-time employee in this division it is hurtful and demotivating to know that I will not ever have those opportunities because I choose my friendship circle outside of work.

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There is no real commitment to inclusive excellence. The university cares more about SEEMING like they do than ACTUALLY valuing faculty/staff from diverse backgrounds. While diversity is fine, it is useless if there is no infrastructure of support for these diverse professionals. Our university lacks care, compassion, and investment in our faculty/staff from diverse backgrounds. A perfect example is the way they handled the tennis team. They "indefinitely" suspended a racist player and suspended the coach for 4 games which occur over the course of 10 days. That shows that the university is only in the business of APPEARING to value the diverse individuals that make up the margins of the campus. The only investment is increasing enrollment because that means more tuition-dollars. There is nothing this university or the leadership do to demonstrate actual care, beyond the time they invest in donors, alumni, and athletics.

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There is no support for working mothers. It's ridiculous that a business as large as this one cannot provide paid maternity leave. There are basically zero child care options on campus. Providing 4 spots per age group is outrageous given how many faculty and staff work at our university. The institution basically suggests to me that I either work and have no children, or have children and leave my job. I am very disappointed that the university does not appreciate families and how vital they are to the community. Especially given how difficult it is to recruit highly qualified individuals to our mountain community it seems that it would be a top priority to have a large university daycare so that more women can continue their careers on campus.

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Thorough, regular review of leadership. More accessible and affordable child care (snow day care, summer care). More opportunities to telecommute when appropriate to allow for more flexibility in work schedule. I can feel that there is more emphasis on clocking in and clocking out, 8am-5pm. I appreciate the autonomy to accomplish my job responsibilities without feeling chained to my desk. I might be just as productive at 9pm as I am at 8am. I did not get 2 graduate degrees to clock in and out. I have the ability to judge what is appropriate in terms of my work schedule and what is not.

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To continue to serve the community in the path it's on. There are a few facilities in Industrial Design that could use additional funding for equipment, support staff, etc.

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unsure

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Updated infrastructure

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Updating older buildings where the student numbers have outgrown the building's facilities.

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Walk the talk.

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We focus FAR too much on bringing in "outside" individuals for jobs. More often than not, these persons are poor fits for the University and demonstrate an alarming ineptitude. Our track record is rather embarrassing. Folks whose degrees are from ASU are almost always automatically excluded from any serious consideration for promotion or hire.

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We need our state and national governing bodies to have a better understanding on what it really means to work in higher education. Our elected officials need a better understanding on what the problems facing higher education truly are, as well as the impact on students, faculty and staff.

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We talk a lot about a "culture of care," and I believe that the Division of Student Affairs really wants to embody this culture. However, certain departments are not adequately staffed to create a true culture of care. As we try to create this culture of care for students, our staff members are burning out quickly due to a lack of human resources to better support students.

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We value being lean and yet we also value good service to our faculty, students, and outside constituents. This is a highly motivated yet exhausted staff. Our work loads keep increasing and our passion for excellence does not allow us to cut anything. I worry for myself and my colleagues that we will brake. Please consider our pay and our work loads. I cannot blame colleagues who have left to work elsewhere for much more money even though they are not passionate about their work....why are some of us left to wear so many hats. We can only keep them all balanced on our heads for so long before they fall. For those of us in a service capacity that also have compliance concerns to manage, I fear we will miss important details. Too much with too few employees!!!

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While in theory everyone's voice is welcomed, in reality everyone's voice is welcomed only if you agree with the "politically correct" view of each issue. As a Christian, I do not feel as if my values are welcomed.

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With the understanding that this is a tough economic climate I do feel that there is sometimes a deemphasis on the need for increased staffing of administrative units and an emphasis on increasing faculty positions. Without faculty the university would cease to exist but it is important to recognize that administrators play a very important role in the running and growth of the university and many require additional resources to meet the increasing enrollment and needs of the campus.

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Working at Appalachian, it is frustrating that our employees are not compensated as well as the other major institutions within the system. I feel that Appalachian is not recognized for its size and we are constantly doing a lot with a little (in terms of budget for new positions or programs) in addition to people doing my same position at other institutions making as much as \$15-20K more than I am. While I understand that are are not in an urban area, the cost of living in Boone is higher (housing costs as well as food). Our entry level employees cannot find affordable close housing due to how much they are paid. The salary banding at Appalachian should be evaluated it would help us considerably with recruitment of quality employees.

Child Care in Boone is also very difficult to find. I am lucky - my mom helped out my family until we were called for care - this too two years to get into a facility. I know this is stressful for many families and addressing this would be very meaningful.

Further, more intentional diversity efforts need to be implemented at App. Not many faculty and staff of color want to move to the mountains for the pay that we offer.

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Year after year, I feel that we are asked to more with less. The whole "work-life" balance is very difficult for those of us on the front lines, and salaries aren't rising to keep up with the increase in productivity/responsibilities we have. Also, I really worry that, as a whole, this university is so afraid to say "no" that we enable some really douchey things that aren't actually helpful. For example, we don't want an angry parent phone call from someone saying they'll stop supporting the university financially, or withdraw their child, so we can tend to let people demand ridiculous things bc we are afraid of bad press. In the process, though, we aren't really being helpful to people in the long-run! It's like working at Wendy's and giving someone their money back after they eat everything and THEN tell you their meal was disgusting. Reinforcing/rewarding douchebaggery. To summarize: this university would be a better place to work if 1. people were able to get raises/appropriately compensated for their work 2. if we could take a stand and stop being so darn afraid to say no or make people angry, and stand by our values better/do what is actually good for students and the community which means sometimes pissing people off.

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**SHRA Exempt**

**What do you appreciate most about working at this institution?**

- \* HR professional development programs provided to faculty and staff are great.
- \* Employees are generally kind to each other and generous with their time in helping others.
- \* Staff have three days of community service leave per year
- \* Varsity Gym's Health Promotions for faculty and staff with free personal training and workout classes

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An understanding, flexible, capable, helpful, compassionate supervisor. Support from upper management. Benefits, (although their value depreciates more each year). And the opportunity to farther my education and advance my career.

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Because Boone has a strong base in community, that bleeds over into the App State community as well. Many innovative thinkers surround us! I also find the physical environment, the background, and mountainous terrain a bonus for my drive in and back home.

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Being able to live in this beautiful area. Also, good state benefits and retirement.

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Benefits, although they're not as good as they were when I started working here.

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Clear delineation of my job responsibilities and freedom to develop my skills and contribute my talents.

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Co-workers and the flexibility if needed to deal with personal issues but that is based on your supervisor and their cooperation. Staff are undervalued.

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Community and overall benefits also.

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Diversity of the people and the job duties.

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Everyone loves it here.

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Feel like I'm an important part of the university, and in turn an important part of the surrounding town.

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Flexibility in a variety of areas, respect from other employees,

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Flexibility in work time, Freedom to express opinions, team based environment.

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Friendly People

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friends, stability, prestige

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Fun, hard-working people, free classes and online education systems (like Lynda), lots of opportunity for professional development, relaxed working environment

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Good benefits. Enjoy the work

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Great benefits, great job atmosphere for the most part, great pay.

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Great working relationships with other staff and faculty; flexible schedules; contributing to the overall success of the institution through its IT infrastructure

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Historically a family type atmosphere.

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I agree with the mission of our institution and actively participate in assisting with that mission through extracurricular (not in my job description) activities.

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I appreciate and am thankful that I have steady employment

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I appreciate my supervisor who listens and responds. He is always willing to at least listen. I appreciate my department, as for the most part we communicate well and work together well.

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I appreciate that I have a job and that my co-workers are good people with good work ethics.

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I appreciate the autonomy that I personally have in my position and my supervisor's understanding when I have to take time off.

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I appreciate the culture of acceptance at ASU. I also appreciate the tuition waiver and career/professional development programs. They tuition waiver program and approval from my immediate supervisor allows me to pursue an graduate level degree much more easily than if I were not an employee of ASU. Professional Development programs through HRS teach valuable skills as well.

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I appreciate the diversity within this university, as well as, the close relationships made throughout the departments and community.

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I appreciate the feeling of community and belonging as well as genuine care and concern for one another.

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I appreciate the people in my office. We truly care for each other. I love working with our students and the institutions commitment to their growth in becoming productive citizens post-graduation. I appreciate the physical location and beautiful surroundings.

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I appreciate working for an institution of higher education that is open to many viewpoints, cares about staff and faculty, and seeks to do the right thing in the world.

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I believe the staff really care about the University and work for it to succeed.

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I do appreciate that I have a job and I do have benefits. Not everyone is lucky enough to have that.

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I don't know anymore. I used to think that hard work and being the best at what you do would get me ahead but that has been proven to be incorrect so I'm a little lost on this question now.

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I dont bleed black and gold, this is a job. Having said that I enjoy the atmosphere of a college campus. Mostly.

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I enjoy the spirit of Appalachian State university. I enjoy helping others succeed. I enjoy my co-workers. I love Boone.

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I enjoy working at this University because of the many people that I have made friends with during my career. Most people that were born and raised in this area will always lend a helping hand to anyone in need whether or not it is in their job duties. We strive to make this University a great experience for our students.

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I enjoy working with good people on campus.

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I enjoy working with my team, I feel appreciated by my supervisor and I am provided adequate resources to do my job and further develop my career.  
The job also offers excellent benefits, a great atmosphere and a beautiful location.

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I feel like my work contributes to the overall well being of our region, state, country and society; much more so than just working to improve some company's quarterly earnings statement. I believe in our institutions vision, both ASU and the overall UNC system. I feel like education and teaching life-long learning is one of the most important tools someone can have and I am proud to be a part of an institution that facilitates that.

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I feel like the people that work here are here because they want to be here. There is a strong sense of community, and although people have different backgrounds, values and beliefs, there is respect for those differences.

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I have many strong relationships across campus with dedicated professionals who go the extra mile to make this place the very best it can be.

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I like providing technology to assist with the mission.

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I like that I can help educate students while performing my duties.

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I like the fact that working at a university allows me to be around many different students with varying backgrounds and skill sets. I am able to continue my education by taking additional classes to earn more degrees. Working for a university doesn't involve the constant hustle and enduring work weeks that leads to a more enjoyable life.

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I love the people I work with and feel like we all have each others back.

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I love the responsibilities of my job. I enjoy knowing that I am providing a service to these students that is helping them along their way with the higher educational system. I am a local who grew up here in Boone and I take great pride in Appalachian States role in Higher Education. This is a place where students can make their dreams a reality.

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I most appreciate my department and direct coworkers

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I think that we get to work at a very unique place. I personally am afforded the freedom to explore ideas/thoughts/processes in an effort to make changes in my department. I care about the quality of work that I produce and I do truly work hard every day. My department is fast-paced and no day is the same, so it is easy to get stressed, but I do feel like my supervisor takes time to ensure that I am good. Also, the job security of working at a system school is a big factor in why I have not looked for employment elsewhere.

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I work with a great team of people.

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In the past, stability was the main benefit, but now with that stability not so prevalent, I think location is the best benefit. The area is relatively free of major crime, and a healthy active community resides here.

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It used to be insurance, but we now have to pay for that. It used to be recognition, but our organization has stopped doing that as well. It used to be equity and fairness in pay when you were given much more responsibility, but that too, has stopped. I suppose I am left to simply be appreciative of having a job as I am far too old to seek employment elsewhere.

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It's values and it is a good place to work.

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Its like home and always has been

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Laid back culture; the people

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Location

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Many areas share respect for being compliant.

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My co workers

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My co-workers.

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My coworkers, the sense of community across campus, the university's engagement with the local community, the university's leadership in sustainability and global learning which are important to improving the world.

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My department has an overall good group of people to work with.

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My job is in a field I enjoy. Most interactions with faculty and staff are positive. Leave benefits including shared leave are excellent. I have many coworkers I consider good friends. State retirement benefits are very important to me.

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My office environment and retirement benefits.

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My team, the opportunity to learn, the setting

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Protections for SPA, now SHRA, not to be rif'd when the budget shrinks or outsourcing has been talked about. Plus he ability to go complain to HR and get something done. Thanks Appalachian! You have been GREAT!

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Safe, cheerful atmosphere. Staff treated respectfully. Benefits and pay are above average for area.

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Sense of a common goal.

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Serving the mission

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SHRA and helping Administration, Faculty, Staff, and Students on a daily basis. It is not for the pay or the benefits anymore as that has lagged behind since I started here. Had 100% health coverage then 90/10 then 80/20. Then had to sign a waiver to not be moved to 70/30 which is wrong. Unless specified all should have stayed at 80/20 unless otherwise specified. One should not have to sign a waiver to not be moved down. Also, the fact that all of our House representatives and Senators still receive 100% coverage is sickening to the stomach.

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That it is a job I can count on daily, that I am able to go to and perform tasks.

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The amazing support I have received from staff. The vision of and commitment to sustainability, diversity and community service.

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The benefits are great, the campus culture is fun. The campus itself is beautiful.

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The benefits offered are great.

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the best dining facilities

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The caring nature of our institution towards faculty, staff, and students.

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The culture of the university and college.

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The Diversity

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The exposure to new and exciting challenges. I enjoy the daily work life, hours and environment.

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The fact that we are here to help students.

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The family atmosphere.

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The feeling of family, appreciation by most, and the flexibility and challenge of making the "machine" of the university continue to move forward.

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The focus on environmental sustainability and social justice.

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The general atmosphere.

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The job and the people.

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The long term benefits and ability to work in a town I love.

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The morale seems to be high. It's nice to work with people who appear to genuinely like where they work.

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the mountain community. With all the politics around I still believe the students get a special education and experience. i believe the fac/staff care about the students

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The natural environment, the people

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The opportunity for decent employment in a small town and many of the people who work here.

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The opportunity to help people.

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the opportunity to use my skills to serve students and help others in my office and across campus

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The people and the opportunity to work here and be apart of this community.

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The people I work with and my health benefits.

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The people I work with are incredible. I am truly blessed to be apart of this organization.

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The people I work with within my immediate department are fantastic people, both professionally and personally.  
Retirement benefits are great.

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The people I work with.

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The quality education we provide for our students.

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The retirement benefit is what initially kept me here. Where else can I go and work only 30 years and have the ability to retire with health insurance and retirement benefits. I appreciate that most of the departments we work with are kind and easy to work with. I appreciate Human Resources and the directors efforts to pay us at a higher rate than the 85% of market value.

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The security it provides. For the area we live in you can't beat it.

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The sense of a small community.

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The sense of community, everyone knows each other and genuinely cares about them.

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The vast majority of the people I have worked with in my time here have been knowledgeable, conscientious, and student-focused, with a good sense of balance. I don't need all the fingers of one hand to count the lazy or abrasive types.

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The work environment in our department is good and positive

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The work that we do matters and benefits the students that attend the University.

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Time off, some job security.

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Training opportunities.

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Warm, safe and secure place to work.

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Work time flexibility

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Working with educated adults who respect my experience and allow me to grow personally. Working with people who understand and tolerate all people regardless of color, religion, etc. I love working with students with all types of issues and pointing them to resources, teaching them how to read Degree Works and explaining the General Education Curriculum. Also, preparing them for Orientation and Welcoming new students to the Appalachian Family.

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Working with the students as a staff member. The students are the reason we are here and they are full of interest and enthusiasm.

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## **What would make this institution a better place to work?**

- \* Make it easier to be promoted in place in recognition of outstanding work rather than making employees apply for another open job that is at a higher band; it doesn't make sense for a person to have to switch jobs to be compensated for their efforts.
- \* Increase focus on racial and ethnic diversity. We are known as one of the "whitest" campuses in the system and students/faculty/staff of color often do not feel supported and welcome on campus or at university-sanctioned events. The recent actions of a member of the men's tennis team is a case in point here.
- \* Implement a recognition program where supervisors can request a gift card or some other reward for employees who are going above and beyond in the cases where it is impossible to provide other sorts of monetary rewards. Essentially provide some mechanism for saying "I appreciate the great job that you are doing" for those times when promotion or bonuses are not available.
- \* Having building/offices to work in that are continually maintained. It's hard to be productive when your ceiling leaks so much during hard rains that your computer is at risk (Walker).

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A better compensation structure and better benefits. Also clear policies on work life balance and flexible working arrangements.

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A collectively more positive attitude.

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A much more forward thinking and aggressive / proactive approach to new construction and maintaining existing facilities. Any sort of concern for the environment that our students, staff, and students work in.

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A way to make change less scary for our community - so there would be less fear of new ideas

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Accountability must be a catch phrase.

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Additional child care options  
Better medical benefits  
Industry rate pay (we work below the industry standard)  
Yearly raises. The extra vacation days are nice but that does not make up for not receiving a raise to keep up with the rise in expenses (especially with medical care becoming increasingly expensive).

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adequate parking  
enforcement of skateboard and smoking activities  
park and ride facilities

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Adequately funded programs that are necessary and less for the unnecessary ones

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Administrative bodies need more transparency.

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Always, more money, of course.

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An actual cost of living raise (5%).

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Annual raises to at least account for inflation. Haven't seen much of anything in the past decade.

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As a working mother dealing with the winter weather and public school schedules I would appreciate more flexibility with my schedule or the possibility of a snow day program for school age children offered by the University. Work life balance is always a challenge and one that is unique to each person.

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Being able to discuss problems, issues with administration without being told you cannot because of a hierarchy. Each Vice Chancellor and the Chancellor should have a suggestion box for staff suggestions only that they themselves read what is put in there and then they address their stance on the suggestion. The administration looks down on staff and are above even speaking with staff. Faculty and students are treated with respect and have top, top, top priority- staff gets crumbs. Staff are almost never considered for money, space, recognition or resources.

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#### Better Benefits for Health Insurance

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Better benefits, better salary increases and more consistent salary increases, easier ways to move up in positions and to upgrade the positions themselves, more inclusive of all staff, recognizing the differences of everyone here and better and more timely communication.

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Better compensation for abilities and more room to advance .

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Better emphasis on campus safety so I don't have to worry about running down students at night because they can't be seen or during the day because there aren't proper crosswalks in strategic locations.

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Better EMPLOYEE exercise facilities and classes.

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Better organized upper administration.

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Child care. We have campus facilities but they have 2+ year waiting lists; the Child Development center has only four spots for faculty/staff infants, which is absurd. This is a rural area with a lack of off-campus options. We lose so many female staff members and some faculty members because of this. You can have young kids or you can work at Appalachian, but you basically can't do both unless you're one of the lucky four who gets a spot in the campus daycare or you can afford \$25,000+ per year to hire a nanny. The price to cover a spouse on the health plan is also unaffordable for most staff members; it is one of the worst state government spousal coverage options in the nation. For example, at Virginia Tech it costs \$201/month to cover your spouse, or \$273 to cover your spouse AND children...So if I left Appalachian for VT I could functionally get a \$7000 pay raise without any change in my base salary.

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Clarity regarding the budget process and how decisions are made

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Compensation more in line with equivalent job functions in the private sector.

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Competitive pay with Chapel Hill campus. Merit based raises.

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Definitely not enough staff for the 20,000 students we will soon reach. The infrastructure never grew with the general population. We need more everything, IT support, house keepers, etc. We need to make the fac/staff ratio smaller so there is a lot more mentoring. I'd like to see a tuition increase that goes strictly to on campus employment. It could offset some resources and I think if you study on campus employment you will see a higher graduation/satisfaction/placement rate.

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Easier path to salary increases in current positions based on performance. Health insurance options that reward individuals who take care of themselves and engage in healthy lifestyles.

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Everything comes back to money. ASU and the UNC system would thrive with more support from the General Assembly. I know higher ed funding is trending downward nationwide but I would implore our leadership, both at ASU and the system level to remind our legislators at every turn that our state is a leader in our region because of, and not despite, our higher ed institutions. It is incredibly short-sighted to shortchange the very institutions that feed our improving economy.

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Flexible working hours and more off campus working options.

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Free parking for staff/faculty, more emphasis on ideas from employees who actually make systems/programs/education operate on a daily basis instead of people in senior leadership who are out of our touch with the day to day operations. No substantial raises for the average staff employee in over 5 years makes it difficult to hire additional staff with the needed skill set plus keep morale high. There are great people here who work at this University hard everyday despite the lack of some senior management .

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Gathering departments that have overlapping goals and dependent interactions under common leadership.

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Group vacation and sick days into one bucket of PTO days. More flexible with the hours that you are required to work. More opportunities to work from home.

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Having enough people to actually do the work we are asked to do.

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Hold employees including faculty and staff accountable for what they do and be transparent about it.

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Honesty, actions speak loader than words

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I believe our benefits have gone downhill over time. I know we are state owned/funded, but I feel we need to be on a better pay scale with the economy.

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I do feel like there is a lot of red tape involved in higher education. Transparency is key in my book, so ramping that up would be a step to making things better. It seems as though the 'squeaky wheel always gets the grease', so establishing key expectations and accountability, at least in my department, would also make things better on the daily.

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I have worked here for many years. The most frustrating thing is watching poor employees get away with not doing their work and continuing to keep their jobs. Sometimes they are even promoted just to get them out of the department where they are already contributing very little. Human Resources need to help get rid of these employees, not protect them. Also, it's frustrating we are unable to recruit good employees because of low pay and the high cost of living here.

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I love to work at a standing desk. I stand all day. I've been told we don't have the money for me to get one. I was told I'd need a doctors note to get a standing desk. I had to build my own standing desk. The reason I mention the standing desk is that our supervisor has a few pet employees that were able to get a standing desk....**THAT THEY NEVER STAND AT.** Infuriating. I hope the spirit of Appalachian is not diluted while trying to model a corporate working environment. A better understanding of work life balance. My time is highly scrutinized due to other folks who slacked off occasionally in the past. I love my work and the type of work I do, no need to micromanage me. I get tired of blanket department wide rules that are imposed due to a few bad apples. It's ridiculous to punish all for the actions of a few. I'm also concerned about the new SHRA To EHRA switch. It is the perfect recipe for mass layoffs with zero protection for the employee. I've already overheard many SHRA folks who've stated that they will not apply to EHRA positions, even if there is a dramatic pay increase (I've already heard the we don't have the funds to support this). This will harm career advancement opportunities for current employees. Even with these issues I still love AppState and hope to retire here!

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I think that salaries for staff should be more in line with commercial jobs of the same type. We should not have to pay to park at work. Staff should be considered as important as faculty.

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I think that the institution has a real problem keeping great employees because they try to box people in. We have different areas with the employees labeled as the same working title. For example, my department has accountants and accounting techs, we work in the same building as those that have the same working titles. We work 60 hours a week most weeks and they work 40 hours and are able to take their lunches. We have very strict deadlines that must be met twice a month and they are just on a daily working routine. Yet the university insists that because we are all under business affairs that we all do the same work and we should all be compensated equally for it. With the amount of hours my department and I have to put in to make sure our jobs are completed on time and to the best of our abilities, it is a slap in the face to be paid the same as someone that does not have the same departmental structure or deadlines. I have an employee that has been here 20 years and we have a new employee that has been here less than 3 years and he makes \$1000 less than she does. Her job has twice the stress but our supervisor always tells me that we cannot give her more money because she came from a department that could give raises more freely and that she is at 100% of market value. This is what is wrong with the university setting. Also the Faculty get raises every year, substantial raises, at that. For the past 4 years the faculty has gotten big increases. I understand that they need teachers for students, that is why we are here, but where would this university be with out the worker bees? Those that clean up after the students, those that cook for the students, those that pay the bills to keep the place running, those that pay the employees for their work? These people get looked over every year but somehow they can always manage to give the faculty more money and keep telling us we cannot give your staff a raise because we don't have the funds. Business Affairs can only fund your position at 85% of your level but we can as a university manage to find more money for the teachers. At one time we had an assistant Vice-chancellor that would hear our needs and address them. I had a supervisor that I could call and ask if I could come talk to them about a problem we were having. He would always say yes and would take the time to help me look for solutions. My current supervisor won't even answer the phone when i or someone from my department calls. If it is an emergency we have to call someone in the building to see if he is there and ask them to chase him down to call us. Yes I do have the freedom to run my department without interruption but I do not have the backup i need at times for help. I am constantly being told I will back you up on that but often we change direction midstream because he just doesn't feel like it is worth the fight to get what we need.

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I think, in my area, at least, there is still a "good ol' boys" mentality. Promotions are not necessarily based on skills and knowledge, but on who you know or who your friends are. This is in no way a reflection of my direct supervisor, but management between that person and higher administration. Specifically in my area, promotions and salaries tend to depend on who our area supervisor likes or needs at the time. That doesn't mean that the "institution" is bad, just my specific area has some issues in that area. Overall, I like working at ASU. I was glad when the Chancellor brought all employees who were below 85% of market value to that percentage. That helped a lot of people (myself included) whose departments, for whatever reason were not paying them based on the University's recommended level. I guess, ultimately, HRS is responsible for ensuring pay equality, and making sure all guidelines are followed, so that might make things better.

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I understand that we need to put the students first, however I have felt unsupported at times when it's a student's word versus my own. I have had some very rude students who have complained when I stand up for myself against their poor behavior, and have been punished for it.

Again, I totally get that we are here for the students, but it seems that lower-level staff are offered up to make them and parents happy.

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I wish our staff were more sufficiently paid. When staff salaries are low, especially when they are disproportionate to administrators' salaries as in the case in University Advancement and Student Affairs, morale suffers. If I were a faculty member in the arts/humanities, I would feel the same way about the disproportionately higher salaries in business.

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I would be very interested in Faculty/Staff housing options.

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I would like for our top executives at this University place their emphasis on keeping this a small University that is a very special place to come and get an education and not keep trying to change our University to be like Universities that they once were a part of. I would like for them to hear from their peers and listen to suggestions that may not be of their opinion but makes sense for this University. We have a "my way or the highway" attitude in my opinion.

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If all employees were paid 100% of their pay scale for NC employees. Every employee I know personally is proud to be a part of the Appalachian family and support other employees cross campus. It is hard to remain so proud when you haven't received a raise in 8 yrs. other than 1.2% and a Bonus vacation. That is laughable. Most of us can't afford to take a vacation. My husband and I work for the State and County and with our combined salary we live paycheck to paycheck and share 1 car. We have \$7,500. in medical bills that we can't pay and we both have good insurance, but the 20% still kills us. This causes undue stress and I know several employees that share this same stress.

I fell our lack of parking is a big turn off to working and going to school here. I believe this also hurts our relations with down town and the local community. We continue to grow and build, but do not consider parking for staff and faculty. I truly wish we had moved the Football stadium to State Farm property. Now that Health Sciences is moving to State Farm and the Appal Cart is adding a bus for that route to campus, moving some athletes off campus for parking and the Health Sciences staff would take some of the burden off East and West campus.

Our office is in need of more space. We have 4 offices sharing space with 2 people. We are getting ready to hire 2 more full time employees and have no where to put them until Health Sciences leaves next August.

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If the left hand always knew what the right hand was doing.

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Implementation of Ideas submitted by staff and faculty by upper management.

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Improved Childcare options would be a big area for improvement. The CDC is virtually impossible to get into, is often closed on days when faculty / staff need to work full days, and you still have to prepare all your children's food. Lucy Brock is a great environment, but due to its status as a teaching lab, it is closed so often it doesn't function well as a reliable full-time daycare for working parents.

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In recent years it seems that the openness of the University's administration has decreased. If one fails to see an announcement about an upper level administrator leaving the campus, then the announcement of the replacement can be a shock as there is little to no communication about the searches anymore unless one digs to find the information on their own. Consistency is lacking in my office especially with the enforcement of policies. This leads to frequent frustration for the staff as we try to state and enforce policies only to be overridden by supervisors the majority of the time.

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Insurance adder for spouses was not so expensive.

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Invest more money for our university so we can provide quality education for our students.

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Less bureaucracy

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Less concern about how others function in their job. More competitive salaries.

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Less emphasis on political correctness. Too many knee-jerk reactions to calm specific demographics, usually by causally demonizing others.

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Manager who care about people

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Many of the hiring/firing decisions made at this institution appear to be made without much oversight or transparency.

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Moral. We need to boost the moral of the "blue collar" workers. I believe this could be accomplished through a true market rate pay scale, Merit raises, fair treatment, and real appreciation for their work. We see others getting pay raises, but their is never anything for the common labors. Yes, i realize where the pay raises come from (hers and ours). Buy it's a matter of what is perceived by the people.

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More ability to promote individuals. As a manager, this is difficult.

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More attention to wellness

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More collaboration in our own department.

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More communication from the highest level of administration about the future direction of the institution. Chart a course and and go for it, rather than constantly changing direction at the drop of a hat.

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More communication. More opportunities to voice concerns etc. without worrying about losing your job. More accountability with faculty.

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More disclosure and interaction from the top down.

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More equal pay.

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More interaction between departments.

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More money for I.T.S.S. pay raises.

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More Pay ;-)

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More recognition for staff!

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More resources where needed. As compared to other universities we are the least staffed and expected to continually do more with less.

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More SHRA positions!!!

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More transparency from the top down with what the university is trying to do.

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Opportunity for pay raises, every year this institution says there are no funds for in range salary adjustments, so what is the point of getting more training, better at your job and caring more, if there is no incentive. There is no room for advancement unless I get the supervisor's position that is above me and that could be 20 years.

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Our legislators are gutting Higher education in this state. jobs that were once good paying jobs are no longer that way. State Benefits are no longer GREAT. Things like Health Insurance are cheaper for our family members if we buy them in a plan that isn't the State employees group. That makes absolutely no since to me.

This department needs better leadership and vision. Our Job responsibilities have continued to grow for Food Services Admin employees. I don't believe that folks are compensated fairly or that their jobs duties are updated through their Job descriptions to allow for compensation. I think there are some who work in this department who are looked upon as favorites. These people are out of work frequently and are consistently complaining about work they do do. This is bringing down the office moral. They are allowed to push their work off onto others and not be held accountable. When their Supervisor is told the feed back is; They are good workers and no one else is complaining even though I know that not to be true.

We have no real leadership in this office. There are never regular discussions of how things could be made better or even regular discussions of what we are in store for going forward. If you want folks to give more to their work then you have to remove those who are hurting attitudes and reward ideas and innovations. Neither is the case here. I am very hopeful about our new leader of Auxiliary Services and I can see trying to steady this ship but Food Services is being run by folks who don't care about others. They don't care about their people moving forward towards a better life. They don't give them any kind of road map as to how to forward their careers.

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Paying market rate on salaries

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Physical room for growth.

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Please consider investing in a brush clearer for winter snow removal in lieu of tons of ice melt and spotty scraping. I'll happily turn off my space heater if it's possible to have my office warmer than 62° with the regular HVAC.

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Provide an enjoyable working environment, pay, benefits, and communication.

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Real retention of highly skilled employees. An effective way to train and develop skilled employees from within. Proper funding for facilities and salaries.

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Receiving better pay when you achieve a milestone, ie/ education, special training, longevity.

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Recognition and appreciation for the time and effort put into my position. While the salary is most likely appropriate for the work itself, the salary is not appropriate for the number of hours put in to getting the job done. As an exempt employee who does not receive comp time or overtime pay, working 50-60 (sometimes more) hours per week EVERY week hardly seems worth it. There is no work/life balance in my position. Yes, I earn leave, but they do not tell you

that you won't have time to ever take it off. I am married to my job...not because I want to be, but because it is necessary. My immediate supervisor within the department appreciates everything we do, but our chair/upper-level supervisor doesn't seem to appreciate it. This could be due to the fact that they are in a completely different building, never comes to visit, and therefore (in my opinion) really has no idea what we go through on a daily basis

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Recognizing the hard work of employees and rewarding them for that hard work would be nice. Being able to get others in different departments to cooperate more would also help. Lastly, being kept in the loop on projects that you should be a part of but are not included would also help.

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Reestablish the free health benefits we were told we would have back when we started with at least 80% coverage. It seems what was promised when we started work as the reward for a career of work at Appalachian has diminished greatly. Why do we have to pay to park at the place we are employed? (Especially the SHRA who make less than 50K.) Fund jobs at 100% percent and make up the loss of income to those who have worked at below 90% for years. If you calculate the loss of an employees wages at 10% per year for 20-30 years plus then their retirement is less because of this for their rest of their lives. This should be corrected at least for the lesser paid SHRA employees.

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Remembering what this University was once about, and not needing to be the biggest dog in the pen. Focus on what made this place great for many years.

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Salaries are low if we were given raises each year morale would be better. As the cost of living goes up each year, salary increases do not keep up.

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Salaries should increase due to the cost of living.

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See question #1. Give us back our free insurance, give us back the recognition that is deserved. And most importantly, when you completely change someone's role, and you promise them more money, and you promise them a managerial position, then follow through and give them what is deserved.

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Senior Admin should let us know the process for getting upgrades. There is no process to increase pay when work load changes and increases.

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Senior Leadership care more about the staff

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Senior level management has changed the University's sense of community. Administration is not really community minded nor does it truly want to be a part of the culture that ASU was built on.

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Slow down the rapid growth to a more manageable rate.

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Some offices need more staff and/or better office space. It's like going from the rich neighborhood to the poor neighborhood when you go to different offices on campus. Why isn't the funding available to all areas to have a nice work space if we work at the same institution?

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Staff salaries being commensurate with contribution to the success of the university - work ethic, ability, innovative ideas - as opposed to everyone making the same salary because of a title assigned to ones position.

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stopping the culture of cronyism and nepotism

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take the health back to what we used to have, the 90/10 and the lower out of pocket amount.  
more child care for employees.  
reduce the process steps. ie why so much paper to file an electronic hours  
paying to park for work and not getting a guaranteed parking place. having to move or lose work hours because of stupid football.  
Hr not being on campus where they can be accessed by everyone.  
if people who have been working here for years, do not have to watch green new hires coming in at "market rates" that are the same or more than a long term employee. moral and staff retention might improve.  
better break rooms , especially when you have workers clubbing together to buy microwaves. or 6 seats for a 30 person group who have set lunches.

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The institution fighting for its people to get appropriate raises and incentives and not just for the few people at the very top. There are many people that work for the university that are right at the poverty level and not given the pay they deserve.

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The university is growing in student population, whereas Boone's infrastructure is not not can it support the ever-growing increase in student-body. From housing, to transportation/traffic to water resources, has all been negatively impacted and I feel a more deliberate response to the town of Boone is necessary in order to bridge the gap. App State does not nor should not compete with our other sister institutions. Once of Boone's greatest charms was small-town country life, and it is not heading in that direction. While college access is important, it is also equally important to manage the role and capacity in which we have first. Additionally, I feel the institution falls short in wage gaps and retention of employees. I feel the only way for individuals to increase their pay is to take another job, and leaves great burden on departments. For

like/similar work, wages are very broad and does not seem to fit within an equity bracket, which should be a concern for the University.

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There appears to be a growth of mini fiefdoms at the University. These do not result in a shared vision now in the best decisions being made for the University.

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There is an extreme sense of entitlement in all areas. While we share the academic mission across areas, administrative areas are starved for resources leading to compliance gaps. Oftentimes faculty have a disregard for rules and compliance. Faculty often feel that they can do whatever or buy whatever they want with a complete disregard for the consequences. Some levels of academic affairs could improve this if they wanted to.

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To get an actual cost of living raise which we haven't had in years.

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Train new supervisors to apply work life balance policy. It is hard to have one supervisor which allows unit to care for family, and then get a new one and they will not allow you to use your earned time to be there for your family. ASU needs to make this a priority as they have in the past.

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Upper leadership being more respectful and appreciate of the underlings.

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We could benefit from some technology. We have old computers and old systems. I think Appalachian could benefit from some upgrades to technology.

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We need more people in our department, and we need more office space. I work in a tiny office with no windows, and we are all stacked on top of each other- most people in my department are sharing offices. The workload, in conjunction with the type of work we do and the amount of stress involved, is just too much. I would enjoy my job if the workload was reasonable, but I feel like I'm always covered up.

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We need more space, i.e. office space. We need more people to do all of the work that needs to get done. I am often reminded how our institution does not have the same resources as comparable sized institutions in the UNC system. Our funding compared to other institutions our size seems inadequate.

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**SHRA Non-exempt**

**What do you appreciate most about working at this institution?**

"Family" atmosphere

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A good boss

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A good place to work-most of the time.

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A sense of job security. In this community, the university is one of the few places that pays decently. Although compared to sister institutions, we are not paid equitably.

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Ability to work a flex schedule and congenial coworkers/staff.

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Able to have Benefits. I also like the Friendly Enviroment

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all employee's in dept work well together

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Appalachian State University has a family feel to it. When your here and around the community you feel like you are part of the Appalachian family. They really try their best to treat everyone equal and fair. Great resources. Great campus overall.

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Appalachian State University offers plenty of leave and decent health benefits currently. My current supervisor and job make this a rewarding place to work.

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Appreciate the fact that the Human Resources Director really cares about staff which is a wonderful change at ASU. Unfortunately, there is only so much he can do when problems are brought to his attention because the senior leadership will not handle problems appropriately. Case in point: Numerous employees (at least 10 faculty and staff) reported to the Human Resources Director, problems that occurred and continue to occur in a specific department regarding supervisor issues. Senior leadership did not do anything to address the situation, including the new Dean of the BCCHS.

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As a native of Watauga County, I appreciate the opportunity to have a career in my field close to home. I also appreciate the campus culture - it often feels like a "small town within a small

town". I also enjoy the opportunity to meet people from a wide array of cultures and backgrounds.

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As a young professional I appreciate the opportunity to learn and grow. For the most part, the energy and mission of the institution make it easy to be passionate. When I work I feel as though I am helping propel an institution with honest and valiant intentions forward.

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Aside from the amazing benefits and exceptional pay, I really appreciate that my supervisor understands personal issues that may or may not affect my work. It's honestly that attitude that motivates me to ensure that my personal life affects my work as little as possible.

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ASU has the best staff I have ever worked with. The STAFF really do treat each other like family.

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ASU is a place I feel I could retire from. I love my job.

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Availability of decision-makers.

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Being able to build up vacation and sick time.

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Being able to have a job that I enjoy doing and happy to come to work everyday.

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Being close to home and taking advantage of being able to take classes to earn a degree.

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Being given flexibility in my job to reach our goals.

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Being part of the academic and educational mission that feels like it has a bigger impact on individuals and the community

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Being respected by my team.

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benefits

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benefits

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benefits

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Benefits , consistency, plenty of job security

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Benefits and hours worked

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Benefits and I have a great direct supervisor.

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benefits and job stability

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Benefits not offered in the private sector.

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Benefits!

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Benefits.

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Benefits; flexible personal/professional life balance, and support of my director and executive director; professional support of colleagues, from departments when needed; personal relationships and friendships, of wonderful people, that work all over the campus, in many different departments/programs/centers, and the personal support and encouragement of colleagues. Professional development offered by HR.

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benfits

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benifeits

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Care for employees, opportunities for advancement.

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Co workers

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CO-WORKERS

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co-workers get along very well. lines of communication are always open.

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Collective pride in our institution and willingness from all parties to work toward best possible outcomes

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Collegiality, good working relationships, engaged students, and the location.

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considerate supervision, I feel good knowing my work is recognized and appreciated

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Consistent work, reliable job, regular pay check

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creating great results.....working with great people

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Currently I appreciate the flexibility of the schedule. As long as I am completing my daily requirement of 6 hours on average and arriving close to the same time each morning the supervisors are happy. Even though they, themselves, do not. The building or accumulation of sick and vacation time is appreciated. The option to apply for available job positions within the university prior to the position being published to external sources is great opportunity for advancement as well. Access to technical services for computers and electronics is great. And access to guidance and financial counselors are available.

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Decent pay, very good benefits, positive/optimistic work environment, nice facilities.

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Diversity

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Diversity,culture, professional growth and development, working with the students, faculty and staff who are genuine and truly love what they do or why they are here

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Eating lunch with my spouse.

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Educational opportunities

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Employees are conscientious and hard-working, taking pride in what they do. They are supportive of one another and often go beyond the scope of their jobs to help others. There is a sense that we are all working together, as a team, to achieve goals .

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Excellent academic reputation; sustainable, environmentally conscious; international opportunities; department/business partner/student excellence (Brantley Center, Accounting); community involvement/support; education/tuition waivers; health benefits.

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exercising my skills to their full potential and encouragement for 'stepping up' to opportunities to engaging in work that interests me

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Feeling like a part of a family.

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Feeling like my place here matters and that I'm a part of something meaningful.

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Fellow staff members are a joy to work with. People seem to be helpful across the institution.

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Flexibility

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Flexibility in work hours during bad weather. The wonderful people that I work with and the benefits of working for the State of NC.

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Flexibility to leave if I have an emergency.

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Flexibility with work schedule but I don't think all departments offer this option

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Flexibility with work schedules, safety of campus--close to where I live.

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Flexible schedule

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Flexible scheduling and the people on my immediate team.

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Focus on work-life balance

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For the area in which I live, good jobs are very limited and very competitive. This institution is one of the best places to work in my area because of the benefits, certainly not the pay. It can be hard to get your foot in the door unless you are someone who grew up here and know a lot of people. My work schedule of Monday-Friday 8 am to 5 pm is hard to beat. The job security of a state job is another perk.

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Freedom to complete my work in a manner I see fit. Respect from my colleagues.

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Friends

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Good benefits.

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Good job

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Got great co-workers to work with.

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Great boss and balanced work/personal life mix.

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Great co-workers and an office space that is open (e.g. lots of windows) and festive, especially around the holidays.

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Great co-workers.

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Great people. The warmth of my colleagues, and an overall willingness to accommodate personal/professional needs, fosters a great deal of trust and respect amongst us.

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Great place to work.

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Hard-working, caring, family-oriented staff. State benefits. Beautiful scenery and sense of community.

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Having a stable job allowing me to live on my own.

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Having chance to learn new things.

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Having good and supportive supervisor. Being able to express and share thoughts and ideas in a comfortable and safe environment. Feeling appreciated for the work that I do. Being able to aid/help others in their positions if backup is needed. Being able to step out of my comfort zone and participate in professional development, or other experiences offered. Being able to attend workshops/conferences to gain further knowledge around my position, and network with other institutions.

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Having the opportunity to meet and work around some really good people

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Having the option to be able to retire at a reasonable age and have the benefits I have.

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Health promotions, tuition assistance, and a flexible schedule

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Helping students is the best part of working at Appalachian. I also have great co-workers that make my work more meaningful.

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I am allowed to do my job in an autonomous way.

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I am appreciated as a working team member and treated as important to the overall purpose of our institution.

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I am fortunate to work for an excellent supervisor, in a department that I feel is valued by upper administration. There is satisfaction in the work I do, and I am surrounded by others who are valued and a pleasure to work with.

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I am grateful for the tuition waiver benefit.

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I am most appreciative of the benefits and co workers.

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I am new to the university and this area of the country. I appreciate that most employees are friendly and willing to take a moment to get to know you or answer questions that may seem silly. I like the laid back atmosphere (much less stressful than other areas of the country I've worked in High Education).

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I am not directly involved with many of the campus "goings on" as i am off campus. I do appreciate the benefits that the college has.

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I am provided up to date tools to do the job expected of me.

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i am satisfied and happy.

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I am so grateful for my co-workers who are like my family. They have been there for me through a very difficult loss. I'm also very grateful to have a job I really like. I'm also grateful for my health insurance benefits and my retirement when I think of other people who do not have that.

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I am very lucky that the group of people I work with get along and work well together.

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I am very lucky to have a job I love, work I find genuinely interesting, and currently, a supervisor who treats me with respect. The benefits are an added bonus although we still have a long way to go.

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I appreciate my job and being able to support my family.

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I appreciate all the great help from my coworkers and the good work ethic all the good benefits and steady income

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I appreciate being a part of something bigger than myself. I feel that not only is Appalachian its own entity, but it is so integrated with Boone and Watauga county, the entities could not be separated. I appreciate that the campus is open to all people from many different backgrounds. I believe that this has helped our community grow and expand culturally. From an individual viewpoint, being an employee of Appalachian State University has made it possible to provide for my family in ways that I could not have otherwise.

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I appreciate being a state employee and all the benefits that go with that. I enjoy my job but really struggling with new supervisor. Chaos is often found in the workplace with little help from the supervisor. Many of the staff are frustrated and have reached out for help and have received none.

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I appreciate being able to come to a job everyday and enjoy what I do.

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I appreciate being allowed to telecommute on days that I need to for my family. This helps so much with the work/life balance.

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I appreciate benefits such as health insurance, job security and a good retirement plan. I also appreciate my healthy working environment and feeling I am part of a team. Being able to help others and feel a sense of accomplishment each day is rewarding.

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I appreciate having a job and the opportunity to take off during breaks like the students have.

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I appreciate having a position with job security and stability. As an individual who does not have a college degree, I appreciate the opportunity to work in an environment that offers educational

opportunities and financial assistance to further those opportunities. Overall, departmentally, I feel appreciated and valued for my contribution to the workplace.

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I appreciate my co-workers and the paid holidays

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I appreciate my department and the open and supportive environment where faculty, staff, and administration work together and are valued for contributions no matter our job classification. I enjoy the STUDENTS and prospective students that I encounter every day at work! I enjoy flexibility in scheduling and in working during inclement weather.

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I appreciate my department's willingness to allow flexible work schedules and time off.

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I appreciate my great co-workers. We all work hard together to get things accomplished.

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I appreciate my teams support and flexibility in my work and personal life.

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I appreciate my work environment in my unit, supportive supervisors who encourage my professional growth, enrichment activities for my child, and free yoga class through Health Promotion that I can participate in during my lunch break.

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I appreciate that all of my colleagues are open to collaboration and communicate well.

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I appreciate that Appalachian always keeps its faculty and staff at the forefront of every decision. I feel that communication amongst coworkers is seamless and makes goals easier to achieve. I feel very at home at ASU, and my coworkers have always been kind and supportive.

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I appreciate that I am full time with benefits. Hard to find that anymore.

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I appreciate that I as a person am valued by senior administration., that my contribution is important to them.

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I appreciate that I have flexibility on my hours. If I need to come in early in order to make up time or to leave early for an appointment I can do so. I appreciate the people in my department and how supportive they are.

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I appreciate that the Human Resource Director is fair with all employees.

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I appreciate that the leadership of the insitution truly cares for the employees and the students here. The leadership is willing to assist employees in any way.

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I appreciate that we try to help each and every student succeed. I appreciate that we are a positive influence in the community.

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I appreciate the ability to work closely with a talented, team oriented department where each individual has their set role and we're all working actively towards to main common goal of presenting great Performing Arts here in Boone. I also appreciate the fact that my colleagues respect my technical skill set and allow me to work efficiently with our student crew on our own schedule.

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I appreciate the benefits we are given as permanent employees and the acknowledgement of my alumni status.

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I appreciate the chance to work at a University that is well respected and also makes us feel as a whole that we are part of something special. I appreciate working with the students they are the reason I am here!

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I appreciate the comraderie among my immediate colleagues and among the colleagues in the wider university.

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I appreciate the fact that my supervisor allows me to be a mother to my children as well as excel in my career. He is always very understanding when it comes to family things. The institution I came from was not family friendly at all, so this particular thing means so very much to me.

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I appreciate the fact that no two days are exactly alike and that it is a very diverse institution.

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I appreciate the family atmosphere over the entire campus. My department works well together to put students first.

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I appreciate the flexibility my department gives me. I feel appreciated by my co-workers and supervisor. I don't believe that this is true across campus, but in my department the staff is very well treated and respected.

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I appreciate the friendliness of all the faculty and staff.

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I appreciate the friendships that I have made, the students that I have helped and the administrators that helped and encouraged me along the way.

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I appreciate the good people and the flexibility I have. I also appreciate being respected enough to do the job I was paid to do, without being micromanaged.

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I appreciate the job security and the opportunity to engage with all different kinds of people. There are new and exciting challenges every day to overcome.

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I appreciate the mission and values of the university and my department, comradery among campus cohorts, intellectual exchange, and fine campus facilities and programs.

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I appreciate the mission of education young adults to be prepared for the workforce and to contribute to society.

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I appreciate the office that I work in, the organization within the office and the atmosphere as a whole at ASU.

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I appreciate the opportunity to take classes to acquire my degree. The flexibility of my supervisor to allow me to have a better work life balance. The relationships that I have developed across campus in different departments.

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I appreciate the opportunity to work with the college students one on one. I greatly appreciate the opportunity to share community involvement with the students who are here away from their hometown seeking a college degree, an easier transition. I am blessed to work in a department who works beautifully together serving the students, faculty, staff and ultimately the surrounding schools systems throughout NC in a variety of ways, even reaching all of USA. I love the challenge of recruitment and retention.

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I appreciate the people I work with and also the benefits of the job

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I appreciate the people I work with in my department. I also appreciate Health Promotions for Faculty and Staff.

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I appreciate the people that I work with get along and try to help each other.

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I appreciate the people, and the culture. I appreciate the local area, the benefits, and decent pay.

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I appreciate the positive environment and the way that staff and faculty have outlets to get to know each other. I admire the mission of my department and University and I feel that my administrative role contributes to the flow and well being of the department. Overall, I am very thankful to work at ASU

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I appreciate the retirement plan. I also appreciate that I have a job that I overall enjoy going to.

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I appreciate the sick and vacation days earned. I also appreciate the retirement plan. I also have a good supervisor.

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I appreciate the stability of my job and the coworkers that have turned in to friends

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I appreciate the strong sense of community at Appalachian.

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I appreciate the work/life balance because of our provided leave and holidays. I also appreciate the environment of the work place because I have great coworkers.

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I appreciate the workplace culture encouraging lifelong learning, flexible work hours and the trust of my supervisors to do my job well.

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I appreciate this institution's commitment to global learning and diversity. I appreciate that this institution takes these commitments and trickles these desires down to a level that even entry-level employees believe in its mission.

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I appreciate working for an institution that puts students first and being surrounded by coworkers that are also strong student advocates.

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I appreciate working in an environment that is in alignment with my core beliefs regarding access and opportunity in higher education. Education is one of a person's most valuable assets, and being a part of an institution that has the potential to significantly impact the lives of our students and their families in a significant way makes my work meaningful.

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I enjoy having a stable and challenging job at this university.

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I enjoy seeing my work made available for patrons and students.

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I enjoy the opportunity to work in a learning community. i appreciate the ability to further my education with tuition waivers. I enjoy working alongside students.

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I enjoy the variety of my daily work. I am constantly learning new things, and get to interact and work with very creative people. I enjoy solving problems, and making things work better.

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I enjoy the work/life balance, which I never had working in the private sector.

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I enjoy the youthful feeling of working in a University and around young, energetic people. I appreciate the Health Insurance benefit although it seems to be getting worse every year and now we even have to pay part of a monthly premium. I like the other benefits associated with this employment and appreciate how Faculty and Staff have access to a lot of facilities on campus.

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I enjoy working at ASU and appreciate my employment.

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I feel good about the "Appalachian Family." I believe that most people here genuinely want the good of others... students, co-workers, people of the world, and the earth. "We" teach students to go into their chosen fields with the purpose of making a difference for good, not just lining their own pockets. I feel good about the positive impact I have an opportunity to make in the lives of many students.

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I feel that the faculty/staff are taken care of and appreciated by the University

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I feel very valued by my co-workers.

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I get interact with the students and try to get meet new people from other cultures.

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I greatly appreciate the opportunity to have a job in my field in a place I want to live and am proud to call home. My colleagues make it an interesting and dynamic place to work. My position offers opportunities which challenge my skill set and keep me engaged.

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I have a job, and the people that work me.

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I have been impressed by how nice everyone is. It is easy to find assistance from other departments. People, for the most part, are very friendly and responsive and respectful with one another. Also, there is so much intelligence and talent from all levels of work function. It has been a joy to work here from a people standpoint.

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I have been in my department for 16 years and, for me, these relationships are at the heart of my job satisfaction. They are not just my colleagues, they are my friends. On top of that, I am appreciative of the sense of community here and feel grateful to know so many great people on campus.

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I like living in Boone and I have enjoyed working with many different people across campus. I think ASU has a good reputation in the UNC System.

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I like my co workers. We all get along for the most part. I like it here because I'm from here, so it just seems natural to be here.

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I like the Flex-Time flexibly schedule. Opportunities to develop my skills to better accomplish my work are important to me. Most of all I appreciate the feeling that what I do genuinely helps students as they pursue their scholarly endeavors.

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I love being a part of this institution. I enjoy working with the students on a daily basis.

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I love being able to support the students and contribute to their success and growth. I also love the individual people who work here. There are so many good people here who really value the work they do and want to be good colleagues, good representatives of ASU, and

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I love my job! Being local helps.

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I love the efforts of my department to actively publicize the positive stories and features that App State and our students have to offer. We are constantly trying to build a positive brand, and I think everyone has an understanding of that common goal.

---

I love the location, the comradery of being in this environment, this place together. That is what is special about Boone and Appalachian, whether as a student, a staff member, a community member or a combination, this place has the ability to bring people together and a real sense of lasting community. And I don't know that Appalachian alone does that, it is the people, the weather and more, but it is special and really true of this place.

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I love working at Appalachian State University because there is a sense of teamwork. We all try to work together to make this a great place for students and staff as well. Very thankful for this opportunity to have a state job.

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I love working for ASU because I feel like I have job security, I have amazing benefits ( health and retirement/TSER), I feel cared for, listened to, and valued at my job, and I love that ASU has a good relationship with the community of Boone.

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I love working with our students..they bring so much to the campus.

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I most appreciate the family culture and how the "Appalachian way" makes our students feel at home. Creating the transformational educational experience is priority number one and it shows.

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I really appreciate my benefits

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I really appreciate the ability to make a difference and the benefits that come with this job. Appalachian really is a great place to work.

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I really enjoy my job.

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I really enjoy the people I work with in my department. We truly are a team and I feel like they are family. They are the reason that I work so hard. I wouldn't want to let them down.

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I really like working here and the people I work with.

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I think the people and leadership are most important. My bosses are great ! and the class chances are great here at the university.

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I use to feel like I was part of a family, I do not feel this way anymore.

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I very much appreciate our college community and the space provided by my superiors for professional development and educational and career advancement.

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I work in a great department and have wonderful co-workers. Our department leadership is supportive of our professional growth and balance of home-life.

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I work with great people and a have a supervisor that is understanding, flexible, and appreciates and solicits my opinion. I enjoy my day-to-day work and have opportunities for PD and cross-departmental collaboration.

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Immediate supervisor and division supervisor takes a personal interest in each individual.

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In my office, people are respectful of one another and care about the well-being of one another.

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Inclusion of others, caring about employees as people first not just an employee filling a role

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Insurance

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It is a 5 day week 8 hour day job.

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it is a steady job that i can use my skills

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It is a wonderful place to work when everyone is in a good mood.

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It is enjoyable to interact with so many different types of people and the ability to learn more about their culture and backgrounds. People are very friendly here.

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It pays my bills.

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It truly feels like family, for the most part everyone works well together.

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It used to be the benefits (retirement and insurance) but not sure anymore.

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It's close to home.

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It's safe and stable.

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Its a solid state affiliated job with good benefits and retirement.

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Its people and responsibility towards social justice endeavors.

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Job security

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Job security

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Job security

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Job security

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Job Security

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Job security

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job security, benefits

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job stability

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Knowing i will have a 40 hr work week.

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Knowing my work is valuable to the institution and being appreciated for the work I do.

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Leave time.

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Like the people

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Living in Watauga County you do not have many choices for employment. So I'm thankful to have a job with some benefits even if they are not what they should be.

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location

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Mainly speaking of my immediate workplace because that is where my days and hours are spent:

Great boss and co-workers, each of our philosophies are similar and right on track with our mission and purpose.

Freedom of speech and freedom to accomplish the job in the way we see fit.

We are trusted and respected.

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Money

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More of a set schedule.

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Most people work hard and are pleasant to each other.

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Most staff are quite pleasant to work with at ASU.

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My benefits and my flexible work hours.

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my benefits, steady pay, excellent supervisor

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My co-worker's and other employee's compassion for each other and the student's success and well being.

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My co-workers

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My Co-Workers are excellent and all work very hard in very cramped and noisy office, missing breaks, missing lunch, coming in early, working late trying to keep up with our ever growing work load.

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My colleagues

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My coworkers and immediate supervisor.

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My coworkers and immediate supervisor. I work in a caring environment in my specific department. Not all areas are like this.

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My coworkers are awesome. My supervisors couldn't be better.

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My department team members, immediate supervisor and division AVC. Our division is very supportive of one another and has done wonderful things to promote cohesiveness as a division along with professional development w/in the division. I am proud to tell people where I work on campus.

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My direct supervisor is very supportive. She gives me the opportunity to ask questions, do research and grow my position. The flexibility in my job is a great motivation.

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My fellow coworkers in my department genuinely care about each other. Their willingness to help answer difficult questions makes my job easier.

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My immediate manager works hard to support us and recognize our contributions as does her manager and the other unit managers.

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My immediate supervisor(s), office culture, coworkers, and time flexibility.

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My individual Dept. works well together and is ran great

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My job. Having a job is important this day and time. I appreciate the administration for allowing me to fulfill my dream of working at ASU.

---

my pay check

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My specific department is awesome and caring.

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My supervisor and coworkers.

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My supervisor and team I work with. We all know the struggles of working in state government, low pay, no room for growth; but we are appreciative of our supervisor who gives us the fuel we need for sharing ideas, creating events and programs to help our alumni and campus. He wants us to succeed in every aspect of life and gives us his knowledge through every day interaction. Very proud of my supervisor and my team.

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My supervisor is great to work for. Good retirement plan. The Appalachian Family is wonderful and supportive.

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My supervisor is the best thing ....she is understanding, smart and caring

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My supervisors are wonderful- flexible and understanding, also very willing to obtain/maintain the best working environment possible. Also my coworkers are extremely easy to work with- cooperative, and everyone pitches in. My supervisors allow me to do my work independently,

and I have a lot of control over my job. Office environment is great. Our benefits here are also excellent, especially vacation/leave time.

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n/a

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na

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Nice to have breaks between semesters.

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Overall good connection with other personnel on campus. It's about 50/50 but the good 50, I appreciate.

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overall sense of community, general perks of working on a college campus

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Pay check

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people

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people and benefits

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People are educated, open minded and progressive thinking.

---

People that work with

---

People, relationships, and the type of work I get to do.

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Professional Challenges, engagement with other colleagues

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Public commitments to an inclusive, diverse, and sustainable safe space. A work family who genuinely cares about me. An excellent dean who follows through and collaborates, and is always willing to listen to anyone, any time.

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Que puedo aportar que la universidad este segura limpia y organizada .

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Retirement plan and medical benefits.

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retirement sick leave

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retirement

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Sense of a team, good co-workers with good morals

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Sense of community

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Stability and benefits.

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stability, paid leave, good people - workmates, very diverse

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Stability, workplace environment, and location.

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stable employment, team environment

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state benefits

---

Support offered and provided to employees

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Surrounded by a great group of individuals in my department.

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Teamwork and benefits.

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Thankful for my job, the people I work with, the dept I work in. We all work together and help one another when needed or asked. Wonderful co-workers. I couldn't ask for a better dept. head.

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THAT ASU COMPLIES WITH THE STATE OF NC ABOUT FIRE FIGHTERS AND THEIR DUTIES WHEN THE EMERGENCY CALL COMES OUT

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That I am part of a team that puts our primary focus on assisting those who are ready to begin or finish up their educational journey.

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That I enjoy my job.

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That I have a job

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That I have a job. I supervise a good group of people.

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That I have a stable job in this "small town," rural area.

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That I now have benefits. I feel a part of the community. I love feeling a part of something big but also love being able to give back to the community.

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That it contributes to my retirement.

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That it is full-time and the people that I work with.

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That the university has recognized my loyalty and work here for 25 years.

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That they allow to be with sick family members or if you are sick you are able to use your time.

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The "family" relationships

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The ability for individuals of different departments to work together to benefit the students and staff.

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The ability to self-manage in order to achieve goals and complete tasks. I also appreciate the collaborative atmosphere that has been fostered by my coordinator. The ability to alter my schedule to meet the demands of family life is also of great benefit.

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The ability to take time off when appropriately needed.

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The area in the department I work in all communicate well and overall have very good attitudes. The administration in my area are personable and treat staff with respect.

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the associates and benefits overall enviroment

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The balance of work and family time.

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The beautiful mountains and quality of the public schools

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The benefits

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The benefits

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The benefits

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The benefits

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The benefits that we have is so important to me. The sick leave the vacation time. It is all important!! The people that I work with is a God send!! Very good place to work. We are like family!!!

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The benefits - even though they are not what they were at one time - are considered good in today's work world.

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The benefits and the fact I work alone mostly. That allows me to avoid all the unnecessary drama that is going around in my department

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the benefits, sick days, vac days.

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The benefits- vacation time rolling over, comp time given.

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The benefits.

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The benefits.

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The benefits. ASU has wonderful health insurance and retirement that I wouldn't have otherwise.

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The benefits .

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The care for the students

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The colleagues I work with - the positive work environment we create; the students we assist on a daily basis.

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The collegiality of my colleagues and the sense we are making a difference in the lives of our students.

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The community of the university and the diversity of our culture.

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The cooperation between the various staff positions and departments

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The culture and its contributions to the surrounding areas.

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The culture/family atmosphere.

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The different people across campus and working with the students and learning about them.

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the drive for local food and sustainable programs

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The employees and supervisors are helpful and work together well.

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The environment is great except for all the liberal ideas that seem to overpower everyone! You can get "blackballed" real easy around here if you're on the wrong side. Political opinions are not supposed to be a part of the work place but that is def. not the case, and it goes all the way to the top. With that said, most people around here are not like that.

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The Equality of the people being treated fairly and respectfully, as well as, providing a good clean living area for the students.

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The fact that ASU has provided a terrific educational background for 8 people in my immediate family is a matter of pride for me. I enjoy the academic atmosphere and the employment opportunities I have been provided as a part of the staff in our very busy office.

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The fact that I can accrue time. Also that I don't have to worry if I have a migraine or am really sick that I don't have to come to work because it is not frowned upon to call in when needed.

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The fact that I have a job period.

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The fact that we have good retirement benefits, flexibility of vacation, sick, etc.

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The family atmosphere among the general faculty and staff.

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The family atmosphere and being able to share ideas

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The feel that most people are here to help the students.

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The feeling of belonging to a family.

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The feeling of community and the fun atmosphere.

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The feeling of community.

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The feeling that my work contributes to an important goal (the education of young people and their success in life). My job itself is great in terms of variety, autonomy, and flexibility, and my colleagues are very supportive and appreciative of my work, as I am of theirs.

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The flexibility I have in balancing my work life with personal life.

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The flexibility of our schedules

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The Flexibility to take time off.

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The freedom to do my work!

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The friendliness of leadership and the constant show of appreciation. I also appreciate that I am not micro managed as I have been in past work places

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The friendliness of the people and the students that go here.

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The general atmosphere of friendliness and support; the mission - as stated -; the camaraderie of my department; my supervisor's management style; support staff.

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The general culture is one of support and positivity.

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The helpfulness of all the faculty and staff. Everyone is professional and willing to do what needs to be done to get any task accomplished. The sense of community I feel in the workplace is incredible.

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The incredible students with whom I work, and the great staff in place in our department.

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The institution is the largest employer in the county. As a state employee, it offers benefits, but it seems that those are slowly being taken away. The institution offers an opportunity of employment.

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the insurance

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the job itself is very enjoyable. most of the people, are great, the building i work in is awesome the faculty and staff are awesome.

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The job security and Benifits

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The leadership in my department has been understanding of having young children and the absenses that sometimes creates, either for sickness, delays at school or some other reason. I appreciate the flexibility they show to me in adjusting my schedule when something unexpected comes up.

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The level of autonomy I enjoy in completing tasks and projects.

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The location. Its people.

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The monthly paycheck...

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The opportunity to utilize my talents in a positive, encouraging environment that genuinely cares about the wellbeing of it's students.

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The opportunity to work with education professionals; to grow professionally myself, through day-to-day collaboration and tuition reimbursement, and opher professional development opportunities. Having the right tools, working environment, with the best available resources is a huge workplace asset.

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The overall culture. This truly is a special place to work. There's so much information and assistance offered here. I grateful to work with such an amazing institution.

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The pay

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The people

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The people

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The people

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the people

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the people are nice

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The people I directly work with. My supervisor is supportive of my goals and willing to help me achieve those

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The people I have met (both co-workers and community members)  
Reliable employment with job protections

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The people I work for and with.

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The people I work with across campus are, for the most part, awesome human beings.

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The people I work with and the benefits are the best parts of this job.

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The people I work with- The retirement, benefits-The hours-

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The people in my department, potential for retirement in my 50's, ability to care for my family and work.

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The people on my shift are a well organized team who get along great and work well together to maintain our services to the institution and its students.

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The people we work with.

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The people who work here. So far, everyone I have met has been friendly and helpful.

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the people, friendships

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The people, the care for our students and the sense of community.

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THE PEOPLE I WORK WITH THE

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The respect and encouragement to grow I receive from my supervisor and those I work with. I am very happy with ASU as a whole. The atmosphere in our department keeps me excited to come to work. Clear and inclusive communication is key.

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The satisfaction of serving the student population, participating in a culture of learning, being able to help people.

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The security and flexibility of my position. The benefits are also very good. I also enjoy knowing that I am making a difference in the lives of the students I support.

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The sense of camaraderie within my department, and getting to know staff across campus.

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The sense of family (for the most part) as well as the tuition waiver program.

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The sense of family within my department.

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The shared sense of community and believing in our university and its mission.

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The shorter hours required to do your job versus the retail environment which included weekends to do your job.

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The sincerity and devotion of staff and administration in my work place.

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The stability

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The Staff

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The staff here is all one big family.

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The supervisor I have does allow family to come first, then work. Believe that is very important in a workforce.

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The support from my direct supervisors

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The support I have received from Human resources.

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The support that I receive from my supervisor and the commitment to make sure that I have everything I need to do my job efficiently and effectively.

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The supportive community provided by the administration, faculty, staff and students.

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The things I appreciate the most about the university, is that they care about their employees and strive to offer benefits to assist and help the employees grow. Benefits such as educational waivers, professional development opportunities and discount programs are very helpful.

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The tuition waiver program.

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The up-beat and positive attitude of my fellow staff members.

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The value of holistic sustainability at Appalachian is what drew me to the institution and a day-to-day motivator now that I am here. I appreciate the team-oriented culture and the life that brings to our campus and all of our initiatives.

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the wonderful co-workers that I work with and having a job for many years with the university

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The wonderful people I work with each day that truly strive to make a difference and impact on the lives of the students here.

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The work schedule

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The workshops and the tuition waivers are really fantastic.

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There are a lot of challenges every day I work and never a dull moment. The tools we work with, the equipment we work on, and the strategies we use have been changing constantly through the years of my career in HVAC and Building Controls, and there has been much done and still more to do here. There are also ways of measuring our worth to the State of North Carolina and the tax payers who support us, so our contribution is never in doubt.

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There are a lot of great employees that genuinely care for the students and their success.

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There is a chance to change a life.

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There is a desire to perform well as an institution.

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There is a family environment here. Many faculty and staff come here to stay and that is what keeps the family environment going!

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There is a sense of family here. The benefits are great .

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This institution feels like a family. I hear that from employees and students alike. It's a family that is close enough to support one another, and also to hold each other accountable.

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This is generally a great place to work with strong values and work ethics. A sense of "Appalachian Family".

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Time earned off

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Time Off

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TO HAVE A JOB

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To have a job.

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To know your job and being allowed to perform it to the best of your ability. TO BE YOUR OWN BOSS !

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Under the current Chancellor, there has become a sense of exclusion of certain staff. While the seated Chancellor tries hard to preserve and accelerate diversity, she has alienated other groups that work as hard as minorities do on this campus. At the end of the day, it isn't about her, or us at all, but it's about the students. This leadership is so far off what it could be, it is pitiful. What is happening is not unexpected, but it is shameful.

---

Vacation and sick leave, cultural and educational opportunities, open and accepting cultural atmosphere, can work from home when necessary, was given generous Voluntary Shared medical leave and allowed to return gradually after a catastrophic illness. I appreciate the pro-active mental health support and resources for students and faculty. I appreciate my job security.

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very good people to work with

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We all are kinda like a family.

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We are a "family". Kindness, Compassion and friendship is a value I treasure in our community that I feel that App State holds.

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We have a distinct culture at our University and it makes everything unique

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While it was difficult to get work here in the first place (I applied many times to various positions, many of which I was very or over qualified for) I now feel a reasonable feeling of job security, which I did not have in previous positions at other workplaces. I also feel grateful for most of the benefits opportunities, and while certain benefits (medical,

vision) have begun moving in an unsatisfactory direction, it is still better than what I was afforded in a private sector company.

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work flexibility

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Work hour flexibility.

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Work hour flexibility.

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Work hours

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Work is challenging at times but satisfying. Working for the state and ASU brings a certain amount of job security.

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Work Life Balance, Pride in the Institution from employees

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Work schedule flexibility.

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Working at Appalachian State University is a dream-come-true for me. I have wanted to return to this wonderful place for 30 years! I appreciate that ASU is such a student-focused university. Professors and students work together and are able to build life-long relationships. Class sizes are perfect and are taught by professors, not grad students. It is a wonderful place to work!

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working for a non-profit with "greater good" intentions, and for a general atmosphere of equality that I've not found present in for-profit work

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Working with my coworkers.

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Working with people from different backgrounds, different age groups from young adults to older faculty and staff. Assisting all with finding solutions to their work/research.

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Working with the local people who are doing their best to do a good job.

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Working with the student, faculty and staff.

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## WorkLife and Personal Time off benefit package

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Workplace benefits such as personal office space, tolerance and acceptance, access to wellness benefits

Benefits considered part of the wage package such as medical, dental, vision insurance; retirement benefits

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You can find some very good people that are willing to listen and assist.

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## **What would make this institution a better place to work?**

Better communication between academic and administrative arms of the university.

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I am happy with my work life. The dissatisfaction I hear from colleagues are from other departments where communication is calculated, nonexistent, or inconsistent; not transparent, thus creating the opposite of a team experience.

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"Temporary" employment should be eliminated, or at least minimized. For instance, I worked for 2 years as a "temporary" employee, still working full-time hours, before being hired as a permanent employee to do the exact same job. Now I have to "buy back" my time if I want it applied to years worked toward retirement.

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- A cleaner, safer environment to work
- The ability to advance in our careers based on merit & ability, not diversity
- Better work/life balance (ability to telecommute during special circumstances)
- Not being scolded & talked down to as a whole group because a few colleagues may not be following the rules
- Being treated with more respect, treated as a professional (not like incompetent children of the bosses)
- Focus more on retaining good, quality employees by treating them with dignity, respect & value, rather than focusing on trying to get someone new that may not be as qualified, but is considered a minority or diverse
- Don't make employees pay for parking! Most of us don't get paid a lot and having to pay for parking just adds insult to injury!
- Make insurance more affordable! For a family of 4, I'm paying over \$800/month! This is about 1/3 of my salary. We have to have the 80/20 plan due to several medical needs for our children. Even with the better plan, we're paying an astronomical amount of money for copays, medical expenses, prescriptions, tests, etc.
- We desperately need cost of living pay raises

-We need better ways to advance in our careers. When we consistently make Exceeds Expectations on our reviews, yet our boss tells us we don't get rewarded for going the extra mile, there is no incentive to do an exemplary job. If we know we won't get a raise or promotion for going above and beyond what we're expected to do, it makes us not want to do anything but the bare minimum. This is not what is going to make our university great, nor is this model going to make the UNC system great.

-We need more sick hours or the ability to request donated sick leave without having to file for FMLA. My child has a rare condition that the doctors are still trying to figure out. I don't need to be out 12 weeks (the amount for FMLA), but I need to be out about once or twice a week to take my child to medical appointments. I don't have any sick leave left & I'm having to work late, come in early and work on weekends to try to make up for that time that I'm out. Many colleagues have offered to give me sick leave, but I can't take it without being out for 12 weeks. This seems like a very flawed system. Not every family medical leave requires 12 weeks in a row. I would love to be given sick leave (several colleagues getting ready to retire want to give me the maximum that can be donated to help me out, but that's not an option). This creates a terrible hardship on me and my family.

It's not all bad working for the university system, but there are many things that can be done to help employees that would make us happier, healthier & more productive at work.

- 
1. More staff in Student Health Service. With the increased enrollment, the increased expectations from students, families and others, and with the increased administration tasks, there needs to be increased staff to do the work and not burn out.
  2. More space, due to all the above.
  3. Better IT support
  4. Appropriate supervising of staff by someone who knows and understands the job. It supervised only by MD who does not see the work space and understand the full potential that the staff could be doing.

- 
1. Eliminate the HR rule that there can only be one staff person in the advanced career band in each department/office.
  2. Eliminate time sheets for graduate assistants. My understanding is that no one else in the UNC system requires this.
  3. True merit raises. There is too much emphasis placed on being equitable which prevents truly deserving employees from receiving merit based raises.

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10% pay increase for all departments with salaries under \$50K.

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A better appreciation by Senior Leadership of employees and not just focused on who can give me more money.

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A better parking situation

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A better path to promotions or moving up within the institution for staff. Also, an environment that both respected and encouraged staff to have the opportunity to move to faculty status. Better communication across teams, less micromanagement from some elements in administration, and problem employees dealt with appropriately.

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A better pay scale.

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A better review procedure and advancement opportunity for the "lower" staff.

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A better training and on-boarding program for new faculty and staff. I felt completely lost when I first started at the university and feel like a better training program would have been a huge asset.

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A better understanding of who to go to specifically for different types of situations.

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A daycare for employees children that didn't cost a fortune. Currently my children go to a daycare in a neighboring county because the childcare in watauga is so expensive and I would like to have them at the university childcare facility but it is WAY out of my price range. My current position is not highly paid and the university childcare program for a year is at least half of my salary, that is not affordable.

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A greater appreciation and recognition of staff. Faculty are often the most praised, rewarded, and respected at this institution and staff are treated as second class.

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A little more consideration for the local community in planning growth would be nice. Boone will lose a lot of its appeal if university grows to large. Local population is losing its voice in matters of importance pertaining to economics, culture and infrastructure.

---

A meaningful raise for ALL state employees (not just teachers) would go a long way towards making this or any other institution a better place to work. Over the past decade I hav ended up making less now than what I did a few years ago thanks to no raises and rising inflation. There is a feeling of being left behind as an SHRA staff member that keeps increasing from year to year. The breaking down of the rigid hierarchy within many departments would also help - less of a top-down, dictatorial management method in which it often becomes an "us vs. them" (or "SHRA vs. EHRA") mentality would be nice as well. People should be treated as equals/colleagues rather than "professional staff" and "support staff".

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A more fair pay scale for staff. Seems that the salaries are all over the place.

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A sense of teamwork, of openness of mind, and a willingness to admit and confront when something or someone is simply not performing as expected.

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Accountability held at all levels and a better way to ensure it. There are many positions that are holding up to what they should be doing and it's going unresolved because it's been going on so long and/or they are higher than the individuals who they are effecting

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Actual offices, mothers who need to pump during work hours an actual place to go, I have moved four different times since August and I have given up due to this. Equal pay across the board, I work the same hours as my supervisor and work is continuous for me but not for them and they make \$16,000 more than I do. I am a current grad student in the higher ed program as well as full-time employee and that should be 100% supported such as an increased pay for working on a degree or earning a degree without having to apply for a new job, more time off for homework/class/assignments (my department does not support going to class and a lunch break.) I am a working mother (who's husband travels) and I would appreciate a work schedule that supports me better for school cancellations, delays, closing, and even sporting events that make working 8-5 very difficult during those special events.

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Adequate pay, as well as equal job alignment, would make my job better. I was told a "study" was done to make my position equal to that in the private sector. The funny part is no one has asked me what I do so how could you possibly have conducted a study. There are dozens of job responsibilities that I have that are not in my job description and it has been that way for the entire 11 years I have worked here. "All other duties as deemed necessary", doesn't have a salary amount or pay grade.

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Affordable health care for spouse and dependents

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Affordable housing for staff, more options for medical leave and especially maternity leave. More opportunities for volunteer work in the community.

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Although I think the institution is a great place to work in its current state, perhaps bringing in more outside entertainment and academic-related events would make the environment that much more enjoyable.

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Although not dictated by the institution directly, pay raises would help tremendously.. A feeling that the Upper Administration understood the culture of the institution and the community. We seem to have discarded completely the idea of the Appalachian Family. Admittedly, some of our marginalized populations were having a hard time relating to that phrase, "We Are Appalachian

Family, but I feel that reflects a problem to be addressed in our culture, not a problem with the statement.

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An updated work-out facility for faculty and staff as well as better work-out classes that are offered. I'm appreciative of the free services but would love to see some improvements made in that area.

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As I indicated on the previous page, our family insurance is too high. We along with the other state employees of NC should be joining together to lower the monthly payments which come out of our paychecks. The employees of NC have got to be the largest unity that BCBS has . . . why are we not telling them what we are willing to pay, or else go with someone else as our insurance provider. When the majority of our paycheck goes to insurance, something's wrong.

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ASU needs new leadership. The upper management is the most disconnected group I have seen in the 11 years I have worked for ASU. It appears that decisions are made without any thought given to the Appalachian Family.

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Being able to be paid out in a check, and not comp pay only.

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being able to build vacation time and take time off when the employee wants and not just when it's slow. Being able to get temporary back after hired permanently

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Being able to control the climate in each individual office or classroom, not having it controlled by someone who doesn't even know how cold or hot it is in my location. I'm freezing 365 days a year.

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Being more fair in job placement by hiring the best qualified person instead of a person that you know or they know somebody that is your friend

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Better Administration. They claim to be so understanding and friendly but I do not see it. Also, there is top heavy administration. More positions have been hired in the last 2-3 years that seem to me as redundant. I see people not doing much but yet supervisors will scream need more help - most of the time that is definitely not the case.

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Better alignment of salaries to match similar positions at other UNC schools.

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Better and cheaper parking arrangements!

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Better common sense management.

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Better communication between departments. It would be helpful if we were made aware of changes as they happen as opposed to being told we are now doing something wrong when it was the correct procedure last week.

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Better communication between particular departments, and having certain power/responsibilities spread out among individuals so one person cannot make changes without consulting and communicating with others.

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Better communication levels from University heads to all levels .

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Better communication of changes

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Better communication through the whole campus with what is happening.

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Better communication. I feel that I get a lot of the "news" as "rumors" and then there's a news release a couple of weeks later that confirm what I heard.

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Better communications and understandings of policy and procedures. Changes are made university wide and not communicated until one "makes a mistake" by doing what has always been the appropriate procedure prior.

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Better funding - higher education is important!

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Better interdepartmental cooperation

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Better mobility for staff; more administrative independence for staff (i.e. not having faculty serve as middle management); more transparency from senior administration, detachment of athletics from academic life and campus logistics.

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Better office space and parking needs.

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better parking

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better pay

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better pay

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better pay

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better pay

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better pay

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Better pay and able to advance.

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Better pay and more open mindedness toward employees.

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Better pay better benefits feeling appreciated

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Better pay equity and opportunity for advancement.

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Better pay for the job you do

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Better pay more chances to advance

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better pay would be nice. Also, some people just overstay their abilities, but there is no incentive to disengage them, or replace them with someone who could do the job better.....people just stay and stay until they decide to leave or they retire.

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Better pay, equipment.

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Better pay, more clear and concise policies and communication from central bodies.

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Better pay, more frequent raises, or more substantial bonuses.

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Better pay, more staff, STOP reducing benefits

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Better pay.

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Better pay. Accountability in Senior management.

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Better salary, Paid time off during inclement weather (in lieu of charging our vacation or sick leave), available on campus child care, covered walkways between buildings, available parking close to your office, free healthcare benefits.

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Better senior leadership; making the rules apply to everyone, especially the people being hired for top positions, that are not qualified; maintaining some of the traditions this University was founded on and respecting those traditions and culture.

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Better senior management. This Chancellor is destroying a great institution and is clueless on direction.

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Better training and job preparedness for new employees. At the very least, an outline of training offered, for the requirements, of the job.

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Better wages

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Better work space and better opportunity for long term Administrative staff to get pay increase. The only way to get a decent pay increase is to change jobs. New people coming in make more than the long term employees

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Both pay and medical benefits are sub par. I feel that pay is not in line with someone's qualities or the cost of living in this area.

Medical Insurance is not adequate for my needs. Aside from a good co-pay for a regular doctor visits, I am actively avoiding further testing and subsequent surgery for an injury because it is too cost-prohibitive. In my situation, I would probably be able to travel abroad to visit family and have the procedure done abroad without insurance coverage at a cheaper price.

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changes in my particular department

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Cheaper insurance. However, that is not an issue specifically to our institution only. This is indicative of the environment we're in currently. Overall, a great place to work!

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clear and concise goals for employees wishing to advance instead of the "good ole boy system" where the most qualified candidate is almost never promoted

competitive salaries for skilled trades in the physical plant they are way behind the national average now

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Cohesiveness. One side doesn't know what the other side is doing. It feels like it is us and them. I have respect for every faculty and staff on campus because we all need each other to succeed. But I don't feel it the other way around. I don't feel that University Advancement is appreciated by faculty/academics.

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## COMMUNICATION

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communication

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Communication. More diversity.

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Consistency in enforcing current policy. Faculty not to act like they are special and not treat staff as if they are dirt.

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Consistency in the way people are treated, some areas have a double standard and don't treat each employee the same. Flexibility in the work schedule, let's think outside the box and try new innovative ways to accommodate work/life balance.

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Cost of living pay increases, but I know the NC government doesn't care about the quality of life of education professionals.

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Discounted tuition for employees

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DRUG TESTING FOR EMPLOYEES! I would say about half of my department uses some sort of drugs and that includes supervisors. It is a state job and especially employees that operate state owned equipment and vehicles should be drug tested...just my two cents...

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Educators don't necessarily make good administrators...

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Either fully fund our salaries in Banding for EVERYONE or get rid of it entirely. Our supervisor tells us that we cannot get in-range increases because of Banding yet the newer employees get significant raises to get them to 85% and 90% of the national average amounting to \$7600 over three years for two of my coworkers. It took me more than a decade to get those kind of increases and now they make almost what I make and I've been here 20 YEARS LONGER! This is horrible treatment of those of us who dedicated our lives to this place! Why should we

continue to care about the quality of our work when the university continues this practice? This is a result of the worst possible kind of management all the way to the top of the pecking order.

Another thing that should be addressed is the lack of training programs that could actually help us if we want to shift directions in our careers so we can advance. If you work in student records and want to change directions and learn budgets so you can advance, you can forget it. I've hit the glass ceiling in what I do and there's no hope of advancing without changing direction. I can't get a shot at those jobs because I have no experience in that area. It would be nice if the university offered budget training and certification programs. Conversely it would be nice to offer the same for records management. This would help people in areas like the cafeteria or housekeeping to get the training they need to advance to better jobs. We are bogged down in these jobs without hope of advancement. It's depressing and adds to the current atmosphere of terrible moral. We need an employee training center that actually does some good.

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Elimination of some of the "red tape". For example, because of my SHRA status, I am not able to teach a principles-level course. However, I am well qualified to do so (I have a Master's degree). This is frustrating since I believe I can offer our students some real world experiences and convey knowledge they can use in their lives. Otherwise, all is well!

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Enforcement of Student Handbook Rules.

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Everyone work together instead of against each other

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Fair and Honest Leader's

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Fair compensation.

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Fair pay and Fair hiring.

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Fair pay raises across campus. It seems some areas are given the raises while other areas are kept behind.

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Fairness as far as pay and work load when employing new people

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faster hiring process

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faster, less layered approval process; ability to consistently work from home once a week, belief the chancellor genuinely cared about the university; less tolerance for poor performance and abuse of the system.

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Feeling safe sitting at the front desk. I feel sometimes like I'm a sitting duck as some students come in very frustrated and upset about their reasons for being referred to our department. I hear about all the university shootings and I'm right in the direct line of fire....

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Finding better ways to deal with poor performing employees and better tools to do our jobs.

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firenest

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FIX THE ROADS!!!!!!

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Flexibility in work schedules for staff; our office is quite restrictive and does not have good work/life balance. There is a lot of micromanagement in our office that cuts down on productivity. There are some great new ideas but no time to implement the new ideas and also perform our regular jobs because most of us stay busy 100% of the time and always have tasks waiting on us to do. Also, in our office, a couple of people are asked for opinions while the others are left out of initial meetings and sometimes important decisions. Poor communication is a problem in our area. There is beginning to be low morale in our area because of this practice.

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Focus more resources for non-academic "infrastructure" that supports the academic mission: facility maintenance & repairs, employee safety, understaffing issues, etc.

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For everyone to feel they are being treated equal.

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Free food :)

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Free parking for staff. We shouldn't have to "pay" to come to work.

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Free parking. Cheaper food. Cheaper childcare options.

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Free pizza day, just kidding. Continue to build on the strong relationships that have been built and reward those who have been committed to this University for many years.

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Fund banding for all employees at the same rate. Some are 100%, some are 90%, some are 85%. Does that mean you expect only 90 or 85% from those people?

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Funding for innovative approaches and risk reduction programs

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Funding!! Expansion of labs, storage, equipment, and classrooms to adequately teach the influx of students that the University permits. We do not have the funding to replace or upgrade any equipment in our facilities. We are very limited in introducing new technologies due to lack of space and funding. We have very little funding for faculty research and development. There is no funding for additional staff for lab / building / safety management. There is one of me to serve 65, or more, faculty in our dept. There are 18+ studio labs in our dept across 3 building on campus. We are told to give any and all materials a student may need to them (which more than exhausts our budgets), and then there is nothing left for expanding, growing, experimenting, or even maintaining existing facilities.

Less emphasis on sports, and hiring high salary admin positions. Pay adjuncts a living wage. Adjuncts should be paid based on contact hours instead of credit hours. There is no opportunity for promotions for staff or salary increases. People's jobs are way too protected, creating very little expectations for some with hardly any repercussions for poor performance.

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Get rid of the good old boy network and actually promote people qualified for positions. If there is no one internal actually qualified look outside of the organization. All jobs should have to compete with the outside world. There should be no internal only promotions.

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Getting funded for 100% across all of the bands.

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Giving a heads-up BEFORE policies and procedures have changed, rather than afterwards

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Giving yearly raises for employees who prove they are committed to their job.

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have honest and more dependable senior management.

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Have people qualified to do the job. Not being a friend or ex coworker of someone in upper management.

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Having a consistent amount in my paycheck rather than being paid sometimes hundreds of dollars less in any given month/ (We are paid an annual salary but it is not divided into 12 equal payments; rather we submit time sheets each month. This seems so wasteful to me and being a paycheck to paycheck family, it makes it even harder to budget. The health insurance situation is appalling. Any small raise we get is immediately gone (and then some) when the annual notice of increase in premiums is released. Since the CDHC plan was taken away, we are left with essentially no choice other than the 70/30 plan since the 80/20 plan is way out of reach for us. Even to make the 70/30 plan affordable, we are no longer setting aside money for a flexible spending account.

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Having enough staff so that folks don't have to work themselves to death. Relationships, including my own, suffer because my partner doesn't have enough staff in his office to cover the work load. His overworking means less time at home.

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Having more opportunities for advancement.

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Having more permanent employees, fair wages and acknowledgement of unbalanced work ethics.

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Having standards for supervisory staff and holding them accountable for doing their job. Too much of buddy system and not being held accountable for their own job.

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Having supervisors that are fair to all employees, where education isn't the deciding factor in ability or honesty.

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Higher hourly pay for administrative staff.

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Higher pay scale for staff. Equal raises/bonuses for staff and faculty.

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higher pay, pay equality, and more affordable options for childcare

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Higher pay, the pay is quite low compared to similar jobs at other institutions.

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Higher salaries for part-time (adjunct) faculty. These people are valuable to the university and should make a living wage (which they currently don't). Higher salaries for administrative staff who have been hurt (not helped) by career banding.

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Higher wages for all that reflect the cost of living in the high country. We live in one of the highest cost areas in the state yet are among the lowest paid employees in the UNC system.

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hiring enough people to get the job done, in a timely manner. not having to pay for parking

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I am an Administrative Support Specialist. Every other department on campus, the Controller's Office, Academic Affairs, the College of Arts and Sciences, and Fixed Assets add more and more work to our list of duties and never consider that some departments may need additional

staff. For some ridiculous reason need for additional staff is based on the number of faculty we have and not on the number of students in the department, or how much purchasing process or the number of funds we oversee.

Human Resources and other departments seem to ignore this issue. They also ignore the fact that we are underpaid for the work we perform.

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I am overall very frustrated with the university closures for weather. This has been a worse than usual season (so I've been told), and I am expected as a new employee to use my PERSONAL time to be paid when I am NOT ALLOWED to come to work. This is asinine. I appreciate the professional development opportunities we can use to make up the time (which I need to pre-approve with my boss before I use them to accrue any hours), but if the university is closed and I am not allowed to come to work (I am not a mandatory employee), WHY should I have to use my personal earned time? I am not the only person in my department that is frustrated with this. I have never worked at another institution with this type of policy. It feels like a punishment to use my earned vacation time, when I am not allowed to come to work for safety!

I also do not appreciate the mistakes that are made in the HR office. From the moment I applied, I had to go back and ask someone from the office (while extremely polite and cordial) to correct their errors. My name was entered in the system incorrectly, and I never put my name as it was entered on any documentation. I'm not sure how it was even mistaken? I had already become a permanent employee and started working with my system user information created, in the wrong name. This was frustrating to get fixed and confusing for my department as I was already brand new. Also, I will say on my husband's account (he is also employed at the university), his Alumni address was our old location (he has since updated it). Why would any documentation (W2's, Health Insurance information) be sent to that address, and not the current/permanent address?? We have had delays and confusion on important information being sent to the old address across the country and having to be forwarded.

While I like the laid back atmosphere, it also seems to be a negative when it comes to certain upper management. If there is a problem that involves a department other than where I work, instead of trying to work together, my supervisor has basically said to ignore the situation, don't assist the student, and that it's the other department's problem. How does this attitude help our students? It's hard to be motivated when management does not seem to care...

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I am satisfied with my place of work.

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I am unsure.

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I believe more money to help with cost of living expenses. We do not get raises that much , but the world around us gets more expensive.

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I believe that the culture of emphasizing faculty governance here can sometimes be detrimental to the best interests of our students.

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I can't think of a response at this time.

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I can't think of any better place to work.  
I love the involvement I have with the students.  
I care that each and everyone of the students here are being treated as the most important person you will see today.  
My co-workers do take extra care with each student.

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I cant think of anything right now. It's just a great place to work and have a career.

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I do not have any suggestions at this time.

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I don't know

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I don't know the truth to this, but equal pay for the position you work in regardless of what part of the state you work in. If I do the same job as someone in Raleigh, UNCC, or wherever, I would expect to be paid the same salary for the same job. Just because you're in the western part of the state, the mountains, does not mean that you don't do your job as well as the metro areas. It should be across the board.

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I feel that Appalachian State employees are the most underpaid in the NC University system. It's as if it doesn't cost just as much or even more to live in the mountains. Also, Food Services seems to have an even lower pay scale than staff in other departments. I realize we get a great meal plan for a few dollars a month, but that should be a perk and not part of our compensation package.

Also, not having merit raises is unfair. There is no incentive to be an exceptional employee. It seems that some employees do not care about the job or fellow employees and nothing is ever said or done about it. There is no equity in who gets raises and who doesn't; besides it seems Food Service employees never get raises unless it is mandated by the State Legislature. I have been working for ASU for 7 and 1/2 years and still do not even make 30,000.00. Plus, in Food Services, we are required to take a tremendous amount of time off (when the units close down between semesters and an extended Christmas break), so that

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I feel that as an employee of many years that Staff recognition should be held at a higher standard. We all work so hard that sometimes I feel our achievements are not noticed.

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I feel that given where we are as a university, we need to do a better job demonstrating that each and every person can have their beliefs as each of us have a different background and cultural, and we can express our beliefs in a way of learning and getting to know each one better without harsh judgement or hostile work environments. After all our students are watching

and need to learn how to navigate this as well. We also need to find a better way to distribute department budget resources in a more evenly manner.

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I feel that the chancellor is disconnected from the reality of most university employees/staff. I feel that upper administration is over-staffed. While we are an educational institution, with emphasis on students and faculty, I feel that staff are often marginalized and overlooked when big decisions are made. I would like to see more opportunities for merit-based wage increases, especially for those employees who are at the top end of their wage scale.

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I feel that the checks and balances here are out of balance. Accountability is almost absent in my department. The supervisor goes unchecked on multiple issues. This has been reported to other higher up supervisors with no result. We asked for our voices to be heard by conducting a survey. This was told to us that this would be done. This was told to us months ago with nothing ever happening.

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I find it completely absurd that I am paying \$17 dollars a month to park. This is an unwanted expense.

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I have been here over 25 years and seen many changes in systems and procedures. It seems in the past few years, we have had a lot of people retiring and it is frustrating for us "old guard" when new people come in and change policies seemingly randomly- ie: the form or process we submitted last month is no longer accepted this month sort of thing.

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I have noticed that Appalachian State University has in more recent years had a tendency to hire upper and senior management from outside of the university. While there have been a couple of exceptions, It appears that being a long term career employee at Appalachian will dead-end at the SHRA level.

Long-term employees have shown dedication and loyalty to Appalachian and should receive priority consideration for advancement.

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I really don't know

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I think ASU would be a better place to work if work schedules for professional staff were more flexible.

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I think in general the world is so negative, random acts of kindness each day helps with morale. Teamplayers keep paying it forward.

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I think it would be nice to give employees more of a raise instead of a LOT of money being spent on trips/conferences/office equipment, etc. just to spend the money because it is in the budget for that and not really needed. The trips/conferences sound more like a vacation.

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I think more options for flexible schedules or the option to work from home for new mothers. I think increasing our on-campus child care service would be a huge benefit. While we have great programs on campus they simply cannot accommodate the demand as our campus continues to grow both from a faculty, staff and non-traditional student perspective.

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I think our institution could look into more child care options for employees, not only for young children but, also school age children who need affordable snow day/holiday and summer care options. Having a little more flexibility in our work week would also be nice. I am a staff employee and currently work 8-5 Monday-Friday with little flexibility. It would be nice to have some options throughout the year that the institution recognizes as appropriate in order to have a flex schedule or work-from-home options. Also, when the university goes under Condition 2 when the weather is bad, we aren't supposed to come to work, but we also have to use our time, which seems unfair. Could this policy be looked at again?

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I think some changes such as not charging employees for parking and increased wages would be most helpful.

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I think that ASU's pay is low in comparison to other equivalent positions in the UNC system. I would like to see this changed. I also think that our health benefits package could stand improvement.

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I think the one thing that entices employees to leave is that they are offered more money in the private sector for the same work.

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I think there is too much emphasis on growing larger and larger all the time. If this is to continue, we need more faculty and staff positions so that we can give all of our students a great Appalachian experience. The lack of human resources to keep up with our growing student population is a significant challenge that we need to address. We have been known as the university that functions on "less" (which is a great trait in many ways), but we deserve the resources to help us to function better for our students!

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I wish pay was higher. I took a 50% pay cut to work here for a job that is not that different from what I was doing before. There is no merit raise structure or financial recognition for getting results. I also wish there were more opportunities to work from home (at times) for persons in position of management. If the pay can't be at market value, then it would be nice to have some other alternative benefits, like tele-commuting or alternative work schedules, to make up for it. Finally, I wish that leadership would not make decisions about processes without involving the

people who run those processes or can provide input from the front lines of what it takes to make a change from the very beginning. So often, we are informed of a decision once its been made and had we been involved from the inception stage, we could have helped avoid the pitfalls of not foreseeing any negative impacts and getting ahead of them before they happened.

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I wish staff in places like Food Services were strongly encouraged to take advantage of tuition waivers. I've spoken to a few people working in dining halls that feel their schedules aren't flexible enough to take classes.

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I wish there was a way to better serve patrons (of the library) that are not affiliated with the University.

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I would enjoy more money.

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I would like to be able to make more money but with the payroll cap, I cannot make more money without changing positions. I have been here 20 years. It stinks!!! In other universities the pay is much more. I have no place to go...I do a great job, enjoy working with my team but can't make the money because I am at the cap. NOT FAIR

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I would like to see change at the top of ASU. Opportunities to advance are near impossible. Qualified people are consistently passed over for lower paid employees in our department instead of rewarding long time employees.

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I would make sure that all departments are given the same information and have knowledge about all other departments on campus. Communication is the key to a successful workplace.

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I'am satisfied

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I'm quite satisfied with working here so far.

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If top administrators would go back to being more involved and caring about their staff like the old administration was.

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If administrators, faculty, and staff were treated equally and fairly. There is too much discrepancy in how employees are paid and treated depending on their classification and which area they happen to work in. Emphasis is entirely on amount of time worked at the University and no thought given to performance or dependability.

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If Directors, Managers and Supervisors were all on the same page and all understood exactly what their employees do.

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If everyone would come to work happy.

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If everyone would remember we're all suppose to be working toward the same goal; stop being control freaks.

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If I felt like the government - state and federal - valued what we do in a more significant and tangible way.

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If I made more money

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If I was allocated an Assistant Technical Director my work environment would be safer, the students would learn more and be better prepared for the workforce. I've been begging for years and no one can help me but the board of governors. Some years I accrue 1000+ hours of overtime which is more than enough to pay for a second position. To top everything off I (a Production Specialist) make the same amount as an Assistant Production Specialist across campus but do more work than them. Fairness in wages across the institution need to be resolved.

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If I were paid fairly for the enormous amount of high-level work I do, instead of less than the secretaries in the building make.  
If staff were consistently respected instead of talked down to by departmental leadership (not my personal boss; others.)

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If its efforts moved faster! Everything takes so much time and red tape to get accomplished! Also, I feel very alienated because I support our current President. There are often self-righteous outbursts of disrespect to our administration and I find that very offensive. I do not agree 100% either, but I believe we should respect the office of the President, no matter which party is in charge. If we are really an inclusive place, all points of views should be respected. That is not the case here!

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If on campus jobs were paid at the same rate as off campus jobs in the same fields.

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If people in the higher up positions would care some more about the employees and their feelings and beliefs.  
Quit trying to push everyone else's beliefs on us!

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if salaries were fair ..faculty get merit raises every year staff cant. Contributing, Journey, Advanced... You have a job description, you master that.... you shouldnt have to have to have more added duties to be able to move up in salary....how do we move up in our our salary range? Its very discouraging for someone who has worked 20 years and you see people who have only worked a few years that make more money than myself.

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If the university's administration would leave enrollment as is instead of concentrating so much on growth.

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If there was a larger budget to purchase new equipment to stay on the cutting edge of technology.

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If there was more of a sense that our unit was valued by upper management - that they even knew we existed.

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if there was'nt different rules for different people. the department that i work in seems to thrive on lazy non caring employees. the one's of us who like our job and works hard always gets the short end of the deal. good people who do a great job and works hard have been FIRED because someone didnt like them or agree with them. Yet the sorry ,lazy, low down trouble makers always come out smelling like a rose. this is crap. all in a nut shell the sorrier you are the better you make it in this department.

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If there were not two institutions here. There is one with Senior Management and Faculty, the well paid elite, and one with Physical Plant Support Staff , struggling and under compensated. My group has been cramped in a small office for five years because of diverted funding while most here places have reasonable work space, break space, and even semi-private rest room facilities. My group is not even classified correctly because very few understand what we do, and those that do don't want to ask for the funding needed to recruit and retain qualified people so the only option for any who want to advance their career is to leave for another employer, and usually relocate your family.

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If they cared more about the backbone of the campus. The people that keeps our roads clear and our buildings cleaned and our students fed and better parking!

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If they could fire employees that don't want to do their job.

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If they had a program where state employees get a discount if their children attend a state university.

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If we could have a pay raise that helps with the rising cost of expense

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If we had more employees and a bigger building. The university continues to add more and more students but they aren't adding more employees to take care of all the students. Our facility is too small for the number of patients we see a day. The jobs on campus do not seem equal in the department that I work. Some have time to read do cross word be on the internet do their school work while others don't hardly have time to look up. with mental illness effecting more and more students we need to have more psychiatrist and help programs for them and less therapist that are just going to send them to health services. It is sad that some employees get paid a lot and do very little while others work their tails off and don't get paid as well.

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If we were appreciated for our efforts and recognized for being a good, dependable, responsible, fair employee versus someone who just skates by and gets the easy way. Where is the differentiation between a hardworking dedicated employee and someone who works harder at figuring out how NOT to work and still draw a lucrative salary that others may deserve more? Just because they are held in a higher esteem with the immediate supervisor than the other, more responsible, dedicated employee. The squeaky wheel gets the grease right? I have not had a salary increase given to me by my department in 8 years. Also, this institution seems to have set aside that we are a College/University first and foremost! That should be our priority; not the athletic teams or trying to make us larger than life. Let's be about the business the university was created for and not about the notoriety.

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In General more moral values

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In my opinion, making sure every department is up-to-date with technology. I feel that some departments fall behind in communication, advertising, etc.

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In the state personnel system, it is difficult for the good work of a staff member to be rewarded and fairly compensated without that person taking a job elsewhere on campus. ASU could retain more good staff members if it figured out a better way to increase pay as a staff member and his/her role evolves.

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Increase in salaries.

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Increase in salary would help.

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Increase the focus on student's well-being, health, and safety---thus promoting an improved learning experience. Too much is placed on sports.

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Increased collaboration between Athletics, Student Affairs, and Academic Affairs

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increased diversity

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Increased freedom and flexibility in work hours, telecommuting, etc.  
Less paperwork (electronic forms?) to process tasks that require intercampus cooperation. The rules and procedures are constantly changing to accomplish tasks such as payments, travel, etc.

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Increased pay and benefits.

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Increased salaries or increased review of positions for difficulty / skill levels.

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It would be a better place to work if a few things were changed. I think the vacation hours should go up during the 2-5 year period. I think we should have more office space. My biggest concern is the lack of child care offered. I have a young child and with the wait list they will never get in. It is hard to get to work if all the day cares in Boone are full and the one most convenient to employees is limited to like 10 kids. There are way to many employees with kids who cant get their child in. I also think during adverse weather that we should be paid without using our sick or vacation time. If you tell us not to report to work you should pay us. I think that it also ridiculous that someone new coming in makes the same as me after i've been here for a good amount of years. I think extra leave should go out to employees once a year.

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It would be a much better place if the supervisor didn't want to show how much authority they may have, and respect the positon we hold.

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It would be better if our senior administration was less "political" with their rhetoric. It doesn't always seem like they are being honest, t seems like they are just trying to put on a "good" face and then do whatever they wish behind closed doors. I'd like more oversight with senior administration.

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It would be nice to have the flexibility of earning comp time or overtime. I work a lot of weekends and evenings and while extra time off is nice, getting ahead on bills and financially for work put in would be nice.

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It's a wonderful place.Would not change anything.

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It's the Appalachian family

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Just a bit more money for our department. Desperately one more staff member that we cannot afford that affects so much of our daily operation.

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Lack of advancement opportunities in SOME departments.

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Less racism, homophobia, and sexism in the work place.

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Less red-tape to provide services. Procedures for travel authorizations and financial reimbursements or payment for outside speakers and guests are especially cumbersome and create a poor impression of the university. To advance the educational experience we should expose our students to industry professionals and the university system makes covering expenses for these speakers (without tax implications to them) very difficult.

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Listening to employess

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little more money

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Make more money-

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make the advancement process fairer

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Mall the entire UNC system smoke/tobacco free.

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Mandatory supervisor training. Affordable housing for existing staff making less than \$40,000 per year. Adjust salary market rates so that it represents ASU's unique location that housing costs are very high for staff, but there is no local competition in the area. This suppresses the market rates. Raise market rates to 100%. Better health insurance plans for existing premium cost. Monetary incentives for additional work and duties. Actual overtime pay instead of time and a half for non-exempt SHRA staff. Clear and defined goals for advancement listed per SHRA positions that outline the positions next suited for promotion. Promote existing staff instead of hiring overqualified executives for entry and middle management positions.

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Many in senior administration are not friendly or falsely friendly. The general work and campus atmosphere has decreased noticeably in the last few years.

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Medical insurance that has better benefits, less premium ( it used to be Free),  
Less parking fees, some institutions do not charge faculty and staff for parking but the ASU has very high parking permit fees. I almost pay as much for my parking permit (\$33) as I do my medical insurance premium (\$50)!  
Also, ALL staff should have a (optional payroll deduction) Meal Program that would encourage

staff to eat at the campus Food Services for a Flat Rate per month. Currently this is offered to the staff of Food Services. It would be a great benefit and promote campus Food Services which employes many students.

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Merrit Based Increases!! And having fair and sensible considerations for advancements. Offering lower cost parking options, or having a park and ride lot available.

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Minor things. Listening to employee concerns and working to find a balance.

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Minorities (particularly females) are still struggling for equal pay and the same respect as their male counterparts.

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More accountability in some areas, ie, the areas covered by Physical Plant.

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more and better pay raises

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More and/or more affordable childcare opportunities. My partner and I both work here and the on-campus opportunities are too expensive and difficult to get into (long waitlists). We have to go with an off-campus provider that is more expensive than we feel comfortable with.

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More communication

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More Communication

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More communication between staff and faculty about procedures.

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more communication from upper management , better opportunity to advance

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More communication in our dept.

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More communication/collaboration campus-wide.

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More competitive compensation or more flexible work hours. There is a real aversion among upper administration to flexible staff positions and work days. Much of my work (in particular) can be completed anywhere I have an internet connection.

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more diverse staff and faculty, and student body

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More diversity. More collaboration between faculty, staff, and administration. Willingness and more open to growth whether or campus or through Distance Education, although this would require additional faculty and staff.

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More employees

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more employees hired to fill vacant positions quicker

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More employees in my department.

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More equality in pay. Women at Appalachian are paid far less than men. I supervise two people in my department and make \$20,000 less than the two male supervisors I work with.

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More facilities for office space. A few more classrooms and a lot more office space. And of course more parking, but that is always an issue everywhere you go.

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More flexibility in hours, more child care options, better insurance.

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More flexibility in work schedules. 4 day weeks would be great. The pay scale for all staff should be evaluated.

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More funding from the state to decrease our backlog of deferred maintenance

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More funding would certainly make our general day to day a bit easier. I don't think most people in our office have had any substantial pay raise in 5+ years.

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More happy people.

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More inclusion of the programs that are off campus. Assistance with finding mobile offices in other counties and making sure we have the benefits of upgrading the office when needed.

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more increases in pay

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More innovative thinking with top administration. We seem to be behind in forward-thinking beliefs and administration in these positions seem to stay in their position and maintain the same processes regardless of department efficiency or morale. Avoidance of issues is apparent, rather than confrontation and reassessment of practices.

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More institutional buy-in for flexible working arrangements and telecommuting for individuals who serve in roles where this is possible. Salary increases for woefully underpaid faculty and staff (housing costs in the region far outpace annual raises, if there are any).

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More interaction between faculty and staff. Also, better facilities for classroom spaces, meeting spaces, and office areas.

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More interaction from our administration and leadership. To support staff as much as they do students and staff.

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More lower- and mid-level staff. We keep getting more upper-level admins, but we're drowning here in the trenches. More faculty, too. The faculty are now expected to do research and get grants as if we were an R1 institution, but they do not have the release time and resources to balance this out with teaching and service. We also desperately need for the decision-making process with regard to policies to involve more input from those affected by the policies. We have more and more cumbersome policies and requirements that interfere with the actual work. Finally, not affecting me but affecting many others, we need a lot more childcare for staff and faculty. The situation in this town with regard to childcare is ridiculously hard.

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more monet

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More money

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More money

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more money

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more money for the department

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More money of course haha

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More of an opportunity to have FLEX time.

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More office buildings/parking structures

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More opportunities for childcare and family support is always welcome, especially in this area - Boone and surrounding counties.

The option for flexibility in the work week, office space, etc. I have a job that could really be done anywhere and having that option and understanding would be amazing! I have worked for myself, I have good work ethic and have work that has to be completed, a way to measure my productivity and I love my job, but the lack of flexibility is unattractive. I know that might not be the case for every position and there is this scenario of office fairness, which I get, but not all jobs and responsibilities are the same either.

I think there is a disconnect sometimes on the many tiers of faculty, staff, administration and students that we don't communicate well enough with each other, in step with each other enough. I don't really know the solution to bridge those divides more, but I notice it can be an issue in appreciation of each other, what the other is actively doing, what should that transparency look like?! And I think good communication and consistent communication is what that can come down to.

The potential to be rewarded - a raise - while working in the same position. If I do good work and like what I do, but the only way to get ahead, to eventually be rewarded more for my work is to change positions versus have invested growth if I stick with a position is a bit challenging and difficult to wrap my brain around in the world of higher ed after being in the other working world for years. And on the other side of the coin, this reputation that if you get hired as a staff member on an institution campus, that you can never be fired. You should not have job security if you don't do a good job! - This is maddening to me, because there are many, that use that as a crutch and get away with it. Evaluations should be a time for reflection, discussion about what you have done, what to do next and some type of reward (even extra paid vacation days would be awesome) if you are successful, accomplishing and maintaining, but not if you are not.

Also, there could be far more new employee orientation, assistance. When I started, we had one day with a very brief overview mostly regarding our safety (in the threat of computer hacks, active shooters, reporting crimes, discrimination, etc) which was valuable, but what about some other practical, necessary things like how to find your pay stub. How to document time in the event of weather. How to check for benefit deductions. All sorts of common things you will go on to do daily, weekly and monthly that NO one goes over. I find that the one thing about Appalachian as an employee now, versus a student, is that no one helps you or tells you how to do anything, except for when you do it wrong. But how about guiding people so that they are not always in that position. That was extremely frustrating and on occasion continues to be, but there was no guidance to begin with. I do not know if that is a problem at other institutions, but worth mentioning.

I hope some of this is helpful and does not sound to critical - thanks for asking!

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More opportunity

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More opportunity for staff to grow within currently held positions in which they excel rather than having to move to a new position to be monetarily compensated.

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More opportunity for those without Ph.D.s for advancement.

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More opportunity to advance for even the little guy. Efforts to obtain a college degree should be rewarded.

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More organizational awareness....of the pressures applied to certain departments by multiple areas.

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More parking, free parking and covered walkways to buildings (safety reasons). Equitable cost of living increase. Less expensive family coverage or employee and spouse coverage on insurance.

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More pay

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More pay raises for employees that are good at their job

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More pay..a reachable pay scale

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More professional attitudes. Kindness and respect to others.

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More racial and ethnic diversity with faculty and staff

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more raises for the facility, being able to be understood about things

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More raises!!

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more raises, less pets, treating everyone fairly

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more rapid filling of open jobs

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More reasonable pay for starting administrators, better training for administrators as there was none when I started and had to learn everything from other people, increased vacation time per

month for starting employees or additional special bonus leaves each year, and more staff for offices like the disability services office to meet the needs of students on a regular basis.

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More resources (budget, staff, etc.) fairly allocated to all departments and not just to some.

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More resources and staff. State funding has waned and not been replenished.

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More resources, (staff, equipment, etc)

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more respect for staff and better pay

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More security at night. Buildings are left open sometimes until after midnight. Security officers are very friendly while the police officers can be intimidating most of the time. Having more security at night would ease a lot of staff and students minds.

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more space for office and nursing stations  
increase in pay  
supplemental medical insurance after retirement  
fair distribution of time off between era and sra employees

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More staff in my department.

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More staff where needed. Opportunities for advancement. A clearer understanding of the career banding pay scales, and opportunities to earn more during my career at AppState. Better communication from Department Heads.

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More support from administration

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More transparency and communication between departments across campus. For the "senior leadership" to consider the staff as a bigger part of the institution.

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More transparency related to decisions being made at the senior level.

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more working together from department to department, Better compensation comparable to private business

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Most of my dissatisfaction stems from salary issues. Work life balance goes out the window when you have to work a second job just to keep your head above water.

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Much more competitive pay, better insurance benefits, and more support for young families with kids (child care discounts and more work/life balance).

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My only complaint has to do with work/life balance, specifically for moms to be, and working moms. I believe that there should be even a small portion of designated leave given to maternity leave. I don't know where this policy originates, but having to use ALL vacation and sick time to recover from birth, and raise an infant until they are stable enough to go to a daycare is not helping keep mothers invested in their careers. Especially, if they are single moms. Fortunately, I am not the only one working in my home, but my maternity leave is coming up soon, and trying to financially plan the months ahead knowing I will only be able to cover 12 days off, is difficult. The voluntary shared leave is a wonderful addition, but as I have heard, it is not always reliable. In addition to maternity leave, childcare is also a huge issue. The CDC and Lucy Brock are absolutely wonderful places. But, if the University wants to keep employees and work towards equality for young mothers, they need to put more money and investment into these centers so that both are actually an affordable and AVAILABLE option. Both have a wait-list that is so long that it takes at least a year to get in. Luckily there are other options in Boone, but a lot of these are full as well. I think the University could make a priority to create a working environment that encourages mothers to work if that is their choice. The fact that the facilities are understaffed and overpriced make it very difficult for young women to continue to work. If we are a University that does not discriminate, we need to make these strides for young mothers.

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My unit is extremely overcrowded. I don't have any privacy and I'm interrupted dozens or perhaps hundreds of times a day. We desperately need more space in the building. The staff to faculty ratio is extremely poor in my unit - we need staff very badly.

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n/a

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N/A

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n/a

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N/A

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N/A

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na

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Na

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na

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No suggestions at this time

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No suggestions.

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not feeling like I'm just a gear in a machine with no control over the output.

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Not haven't to pay for parking when you can't get parking close to your building.

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Not having to to use my personal leave time when I am not allowed to come to work during adverse weather. More affordable health insurance for my dependent.

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not sure

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Not sure.

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Nothing comes to mind

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nothing that I can think of.

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Off-campus facilities could use a bit of updating. University Hall, for instance, could use tile to reduce allergens.

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Opportunities for advancement for those who earn it.

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Opportunities for advancement without having to leave current position and move to another

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Organization

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Our pay system needs to be changed... We need to be switched back to the traditional pay method. (Salaries divided by twelve and given the same amount each month.) Due to our current system we struggle to Budget and there isn't any consistency with the pay amounts. They months are posted as far as how many hours each month is paid for but, it is still a challenge to try to budget. Some months are Bigger than others and some months are smaller than others.... If it were all the same, with consistent pay amounts each month. It would help out Tremendously with setting a Budget for the month. For individuals with families this is a true struggle at times. With this being said... A change like this could possibly improve morale or at least give some consistency with the pay system and help employees be able to budget. Which in turn will help in Personal Life matters.

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Our shop of 6 + years is only 200 square feet and there are 7 employees who have to work as computer programmers /operators of complex controls systems with no office dividers. We constantly are interrupted by phone calls and visitors asking questions or requesting help. It is very frustrating trying to continue your chain of thought on a complex program with so much distraction. We also have no break room or lunch area so we are forced to take a break (if we have time), and eat our lunch at our workstation. With our overwhelming work load and our work tools (computer) right in front of us, we end up working through lunch almost every day which allows for no mental stress relief. We have had a job posted for going on 3 years to try to hire more help, but the University will not pay enough to hire a qualified individual they keep suggesting "train our own people" which only adds to our workload. We were forced to secure a service contract from a vendor to provide some relief for the work load. This service contract person reports to ASU 5 days a week doing the same job or less than some in our shop, yet makes much more money from his company, and his company then is charging ASU the amount that exceeds 3 of our highest paid individuals salary added together for this one person!

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overall I am very satisfied in my work environment, there is a lot of freedom to work freely without some directing your every move

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Parking and having to pay to park at work, Leadership to remember what this institution was founded on. Top leadership bringing in people from other places to fill top jobs that local people should be getting

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Parking could be better.

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Parking is an issue, not enough spaces and have to walk a distance to get to building if you don't get here before start time.  
Office space is in adequate in a building that is over 50 years old. Need more work space. This building needs air conditioning and better heat system and more than one elevator.

---

Parking that is strickly for staff ONLY. Not being forced to pay for parking which on this campus is really a license to "hunt" for a parking space. Paying us office workers that do the work for administrators in the \$70,000 range. We are not paid for the amount of work that we do. Fair and more equitable salaries. You have Administrators making big bucks that do not do the work and us administrative assistants are the ones doing the work we only take home if lucky maybe \$1200 a month. We can't pay bills or buy food for our family. So therefore we are forced to run up multiple credit cards just to buy food and pay bills. This is not a fair and equitably paid campus. Firing the current Chancellor Sheri Everts and hiring someone who really cares about this area and not so worried about everything being diverse and anything goes. She has ruined our University since soming here.

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PARKING...12 years working and parking has been a daily conversation.  
Need parking decks to relieve State Farm Parking and to relieve on campus parking...

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Pay at ASU compared to other universities (especially for staff) is much lower and not on par with our counterparts at other universities of similar student population.  
Acknowledgement of work (i.e. an e-mail showing good work or a special assignment for someone who goes above and beyond or does their job well. )

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Pay increases should be based on merit....not across the board raises. There is nothing to encourage people to do their best if everyone gets the same increase. People in other departments need to respond to phone calls and emails. Their lack of response (several months) to calls/emails makes it difficult to complete our tasks/assignments. We need a different health insurance provider -- Blue Cross Blue Shield denies too many claims for preventive care.

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Pay increases. My last pay increase was less than 20 cents an hour.

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Pay needs to be the same every month, this is a salary job. Community service leave needs to include all humanitarian aids including Christian run organizations.

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Pay that reflects our duties. We haven't had significant raises in years, despite a continually-increasing work load. There is also a problem here with employees who don't do their job, yet are not dismissed. I had a coworker whose work ethic and absence was an issue for ten years. This employee is no longer in our office, but it was due to them finally leaving, not the university taking action. It affected morale in the office very badly.

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Pay the staff more; we should all be at 100% market rate

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Payed more

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PAYING to park where you work is truly annoying. I understand asking students to park on campus. But the employees? Why do I have to pay for the parking space to come in to work. I already drive from another county to work and then have to pay to park as well. I do know it is less than the students pay but still yet why do the employees have to pay for parking spaces? I don't know if this would make it a better place to work but this IS a true annoyance.

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Perfer not to answer. Most survey's that we have taken here have not been confidential and does not end well.

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Perhaps less emphasis on diversity...we live in a very diverse society and having grown up in this area, I feel local authenticity is sometimes overlooked and ignored in the name of progress. Diversity happens naturally if society as a whole is decent and moral and questioned less.

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Personally, I would greatly benefit from direct and clear plans for staff promotion or advancement.

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Political correctness and worship of diversity (as long as you think exactly as we do) is a problem endemic in all higher education. There are a lot of decisions being made that don't make sense or that are not made with a long term outlook.

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Promotions and raises for loyal staff members

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Proper pay for employees who do what is asked of them and go above and beyond when others who make more do not.

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Proper promotion of employees. Merit raises. Better supervisor training and retraining.

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Put a stop to drama!

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Que los amistradores no muestren favoritismo entre empleados.

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Re-assessment of compensations.

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Recognition of hard workers

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Reduction in highly paid administrative personnel.

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Reigning in administrative expansion at the expense of other needs, continued work on balancing recognition and respect between all campus cohorts, improved town/gown relationships.

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Reliable higher supervisors (Deans, and higher). Consistent expectations, equality. Pay for the work you are expected to complete. Pay for years of experience (fairness across the Institution). Less Title recognition and more work or merit based recognition. Being treated a people and not numbers or persons that can be replace in a short time frame. Opportunity to defend oneself prior to reprimands. Better respect of chain of command. Staff being backed when only trying to follow written policy.

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Require departments to allot time in employees positions to pursue professional development. We often talk about how important is it but do not allow flexible to obtain it.

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Senior management that managed personnel's advancement/education and workplace environment rather than manage their own advancement and agendas.

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senior management who will do their jobs regardless of the situation to address the harassment and bullying which has been ignored for 10+ years.

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Some higher-ups to retire.

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Some type of a flexible schedule, being paid adequately for experience and knowledge and being evaluated fairly on the performance evaluation.

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Staff need better pay--I would be making more money --being here almost 31 years--if we had stayed on the "step" system. It's almost impossible to move up the scale on the new system.

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Staff pay commensurate with the volume of work and level of responsibility entailed.

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Stop changing the rules everyday about how everything is done/processed. Value employees more.

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Stop trying to please every student by race, culture, sex, etc. So tired of hearing students, staff and faculty they are being suppressed by (whatever) reason.

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Supervisors who don't pick favorites

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That all Instructors, especially tenured Professors be reviewed more closely in respect to their teaching and attitude toward helping our student body.

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That all physical jobs are treated equally and that when changes do come that it's done swiftly as possible and not drug out and hurting the employees in the process where the employee is doing more than what is expected of one person's ability and the lack of leadership from supervisors. In Other words downsizing a department with less personel with same amount of work is still expected without proper equipment for one person to do that job and without being compensated in pay and no back up for your job when your out. If you go to HR you might have repercussions for doing so.

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That I was able to afford housing and a decent (livable-food, clothes, utilities) lifestyle as a single mother on my salary. As it is now, I can't afford to buy a house other than a 40 year old single wide trailer in the backwoods.

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That my department head would recognize my loyalty, commitment and work ethic to this department. And promote me and give me a raise, instead of giving people promotions and raises that have only been here two years or less or have just started working here.

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The academic community desperately needs facilities and physical space to accommodate the Universities' growth. The ability to support the future of programs depends on our ability to have adequate and suitable space to accommodate students and faculty in support of their scholarly pursuits.

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The Adverse Weather Policy is troublesome for staff members. We are not allowed to work when the university is closed for weather, but we are forced to use our comp time/vacation days for said events. We are told we have the option to work from home, etc., but that is possible for everyone. Not all work responsibilities can be performed at home and everyone may not have the opportunity to do "make-up" time due to family commitments.

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The cost for my family to participate in the health insurance program is a real strain on our finances. I wish the monthly payment could be lower.

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The day to day of work here is a great environment. The one cultural situation I would love to see improve is having more actual support for use of wellness and development resources. There is this sense that if you are taking time to use them that you are somehow not dedicating enough time to your job, or that your workload isn't heavy enough. This is not implicitly stated, but it is part of the cultural fabric of the staff here.

Lower out of pocket on our Health Plan. This state health plan is not competitive with other states I have worked in, to the tune of 8-10 times more out of pocket expenses. I mention it in hopes that the UNC system is committed to being a supportive and competitive employer. I understand that employers paying for benefits is a privilege, and I appreciate having them.

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The definition of the word "tolerance" according to Webster is, "sympathy or indulgence for beliefs or practices differing from or conflicting with one's own." This institution specifically & the world in general would be a better place if people were more sympathetic &/or indulgent of differing points of view on issues that are important. There are numerous examples of conservative points of view being drowned out by the left on campuses across our country, i.e. - Gwinnett College, Ga. Dec/2016, Kellogg Community College, Michigan, Middlebury College, Vermont and UC Berkely this past year. Liberal political persuasions outnumber conservative 12 to 1 on secondary education campuses across our country. Those are numbers that I cannot tolerate.

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The difference in opportunities, pay, benefits (especially maternity leave) and accountability on many fronts between faculty and staff is astounding.

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The employees should actually be paid what they deserve. Our institute has the lowest paid employees in our school system with the highest cost of living area (A third of my pay check goes to rent alone in our area).

My department is forced into shut down time, which can total anywhere from 73 to 86 days depending on the break schedules, when ever there are university breaks and the people in my department loose money (up to \$3,000 - \$4,000 dollars a year) because no one has the time to cover the breaks and we are not antiquity paid.

I have been employed for almost eleven years and am still forced to live pay check to pay check and I do not live out side my means. I can't even properly save money because as soon as I do, we have a break such as the winter break of December 2016 - January 2017 that was a five week break that feel during an ENTIRE pay period. How is that fair?

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The full time yet split time in two departments. You go from one end of the spectrum to another each and every day i.e. personalities, management style, environment overall.

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The institution would be a better place if more efforts were put towards supporting employee health such as a few wellness hours a year to benefits.

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The mountains!

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The opportunity of growth of advancing in career promotions. For example after 6 interviews of being totally 100% qualified and many years experiences in the dept. trying to come aboard the dept. managements team too only be turned down over and over again. What would make

things better is eliminating the buddy system and truly base experiences and qualifications too promote folks that has the ability and knowledge verses friendships and buddy systems.

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The parking situation here at ASU is terrible so fixing that situation would be good. But is a great place to work.

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The people and the atmosphere that is created at this institution.

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The process for approving and amending policies is cumbersome and takes too long. It is my opinion that this process needs to work faster so that we can have a more nimble response when changes in policy are needed.

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The resources to higher more people to make the workload more manageable

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The university needs to " earmark " a budget each year specifically for replacement of rusted and worn out vehicles. They could use this money to replace five or six of the vehicles in the worst condition each year. This way as vehicles that get too rusty, unsafe, or too expensive to repair the budget would be in there to replace as needed. This way you would not have several vehicles needing to be replaced at the same time which we have seen in the past. Then there is not enough money to replace several vehicles at the same time. Then the vehicles would be rotated out a few at a time and help keep your expense, and down-time to a minimum. This would also help morale in many departments.

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There is a lack of communication between Business Affairs and university departments when policy changes affect either our students or our faculty. Announcements are slow to happen and department administrators are often left having to seek out answers to questions that could easily have been taken care of by the Business Affairs office. For example, due to the newly passed tax reform policy, the university is having to carefully review payments/reimbursements to students. In my office, three students and one faculty member had their travel reimbursements delayed by more than a month (50 days) without any communication from the Controller's Office (under Business Affairs) as to the reason for the delay. As an office administrator, I am on the front lines when the students and faculty ask why they haven't been reimbursed. I had no information to give them and had to seek the answers on my own. All that was needed was an email explaining the delay, but none was forthcoming, and as of today (Feb 1) there is still no "official" explanation. Communication and transparency should be key to fulfilling the mission of the university, but this particular office does not regularly practice either one.

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There is an huge expanse between the way EHRA and SHRA is treated among the senior leadership. As a SHRA employee, I find it disheartening that there can be a SHRA and an

EHRA employee standing next to each other and only one is recognized by the senior leadership. Everyone deserves to be shown respect .

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There is too much political emphasis (and money) put on the football program - should be more on getting the academic buildings fixed, roads paved, etc.. The infrastructure and annual maintenance on this campus is in disrepair. The physical plant needs to be provided the adequate resources (both fiscal and human) to do the job. Currently, most of the work is all reactionary in nature. This is a situation (with the right people at the helm) can be fixed.

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There seems to be an idea that certain groups and employees are entitled to more pay. There are people on this campus that come into work and put in 40 + hours a week and do a wonderful job and make a huge difference here. This campus could not run without them and their pay does not reflect. We should not have to wait a month and a half to get paid from December to January. Bills still come in and children and families still need to be taken care of and money runs out and it leads to exceptional hardships and stress. If you are going to close campus and tell us we cannot be here then you need to pay us. Not make us use our vacation time that we work hard to acquire. We should not have to pay or at least pay as much as we do for parking. We cannot deduct it on our taxes and the parking spaces are not assigned or guaranteed. We should not be charged to come to work. There are people on this campus that need every dime they can get because the cost of living her is so expensive and the pay really does not meet that need for a lot of people.

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This institution should be run like a business in the private sector instead of a state/government entity. There is a lazy mentality on campus that makes it hard for new hires to remain optimistic. Even those staff members with the best work ethics can give up and submit to "The Appalachian Way". It seems that the majority of staff members want to get by with doing the absolute minimum and no one cares how what they are doing, or lack thereof, affects other offices. It was very shocking in the beginning but after a few years, you start to realize that nothing around here ever changes so why bother trying to improve things.

Another thing that would make this place better is training new hires properly. When I came to the university, the person that I was replacing had been gone for months. There was no one to train me but a student worker! It was absurd to me that my manager didn't train me. I wasn't even sure of what my job duties entailed until I had been there a few months. Plus, my area had been "unsupervised" for months and it was a complete disaster.

I have also seen people announce their retirement and instead of getting a new person trained before they leave, they wait until after they leave to bring in the new person. Then, all that valuable knowledge leaves with the retired person. It makes no sense. They should let the person who is leaving, when applicable, train the new person. That is what businesses do in the private sector. I truly believe it would improve things drastically if they did the hiring and training process differently.

I would also like to make a suggestion for improvement when it comes to department budgets. Because I have been here for 4 years and worked in 2 different departments, I have gained some perspective. Some departments, such as academic departments, have more money than they really need. They wait until the end of the fiscal year and spend like crazy. They think that if they do not use it, they will lose it. It would be more beneficial, to the university as a whole, if the

departments with surplus money in their budget, donate to offices that have little to no budgets, like business affairs. We are told we cannot afford to buy basic items such as signage for our hallway announcing our department name and our hours of operation. We have to settle for paper signs printed from our computers to put on the wall. They look so unprofessional and they are very hard for students and parents to see. We are also told we cannot afford a credit card machine for our 3rd teller. Most people want to pay with a card which creates a longer wait time for those payers because only 2 out of 3 tellers can take card payments.

Another thing that would make this a better place is for staff members to not give false information. It would be much better in the long run, when someone calls or emails with a question that does not pertain to their office, refer them to the correct office. We have had so many instances where another office gives false information regarding our policies and procedures. Then they get upset when what they were told does not come true. They also need to listen thoroughly and find the real reason for their call. Sometimes, a caller will transfer be transferred to us, then we find that the call is not really for us and we have to transfer it back or to another office. It seems as though other offices are trying to get them off the phone as quick as they can. The transferring back and forth is unprofessional and it is very bad customer service.

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This would be a better place to work if we were given Christmas gifts/bonuses. Or if we were recognized each year for our loyalty. I know that there is the longevity program but would like there to be something in place for the employees that are not eligible for that yet.

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To be a better place to work there would need to be more communication and more informative information as to what direction we are going.

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To be able to take classes and not have to make up the time

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TO BE MORE HELP WERE MOST NEEDED OFTEN TIMES THERES TOO MUCH FOR ANY ONE PERSON TO ABLE TO PEFORM AT A GOOD MANNOR THATS EXPECTED, BUT NOT ENOUGH TIME TO BE ABLE TO DO A JOB , THAT TRULY NEEDS TO BE DONE. TO BE APPRICED IN THE THINGS THAT YOU DO. MOST PEPOLE DO TWO PEPOLES WORK WITH ONLY HAFT THE PAY OF ONE PERSON WHAT A SHAME THE ASU HAS CAME TOO AS WELL AS THE STATE OF NORTH CAROLINA SOME BODY SHOULD TRULY BE ASHAMED OF THEM SELVES!!!

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To be treated fair and included on discussions on things going on in my department.

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To focus more on education and less on athletics

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To have a fun environment, for management to recognize that laughter and fun on the job can make a difference on how one performs. I currently have a supervisor that has not spoken to me in over a year other than to plan my evaluations.

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To make paychecks the same amount each month like it use to be. Instead of being paid for 160 hrs one month, 176 hrs the next month, 184 hrs the next month. Back and forth. When our bills are the same each month. We used to be paid the same amount every month and you could plan and budget our finances.

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To make sure all supervisors are checked on the way things are being handled. They should be checked on a regular bases.

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To make this institution a better place to work is....

- \* Get paid twice a month/bi-weekly
  - \* Comp time should be allowed to be paid out whenever the employee wants it instead of having to complete paperwork, explaining why you want it paid out and obtaining several signatures.
  - \* We shouldn't have to pay to work here with a parking pass and then not guaranteed a parking spot - pure greed
  - \* Our pay needs to be comparable to other UNC Universities....we can look at job posting elsewhere and there is a big discrepancy of pay
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To not have a forced increase in enrollment that diminishes the quality of life in the town that supports it.

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to see everyone held accountable for their job responsibilities

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Treating the "essential staff" half as well as the teachers and office workers are treated i.e. like people.

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Vacation time should also be negotiated with salary without having to start at the bottom.

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Wage increases for those of us on the lower pay scale.

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Wages

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We are appalachian state but it seems like its all about this department or that department. When I came I was told we are one big happy family that's gone.

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We are running out of space in our specific department (doubled up in offices). However, there are plans to resolve this situation.

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We have a "class" system at this university. In my department the Dean of the College treats the staff like we are servants who are suppose to be seen but not heard. Just do the work. We are treated like servants who are working off our passage to the new world.

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We have had several protests in the building I work in, some even over several days. Often times it makes the staff feel unsafe, especially in today's climate. While training and workshops have been offered to help staff know how to respond in an "attack", the fact is many of our staff are in very vulnerable locations in which no amount of training will protect them. A higher level of security measures (ie cameras/key carded doors/ etc...) would offer much better protection.

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We need to hire more local people that are just as qualified for the positions here as people that come from other states

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What would make this a better work place would be fairness and honesty by management in my department. With that being said. I think Raleigh needs to investigate our department

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When someone quits or retires right now it takes so long to get someone back into work because of the retired individual going out and have to use up their time even though they are not physically here. It puts such a burden on everyone.

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While I am a mandatory employee I can do what needs to be done from my home. However, this is not prohibited and therefore I am left driving to work when I really shouldn't. Also, I would love to be able to work from home while I am sick so I don't have to lose a day of work. As a young professional this seems to be commonplace everywhere else.

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*\*Disparaging comments deemed inappropriate in nature have been redacted from this document.*