

Western Kentucky University Staff Engagement Survey 2025



Prepared by

Katrina A. Burch, Ph.D.
Riley Bryant, B.S. Candidate
Dimple Doppalapudi, B.S. Candidate



Industrial-Organizational Psychology
Department of Psychological Sciences
Western Kentucky University
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Western Kentucky University Staff Engagement Survey 2025

Executive Summary

The results of the 2025 Western Kentucky University Staff Engagement Survey indicated that overall, employees moderately agreed they are satisfied working at WKU. Across the broad categories employees rated, the highest rated category in terms of satisfaction was Campus Safety and Environmental Health, as shown in Figure 1. On the other hand, employees rated their satisfaction with general university and benefits, performance, evaluation, and pay lower than other categories; these results are similar to ratings on the 2024 Staff Engagement Survey.

It should be noted that overall ratings of satisfaction working at WKU have decreased since 2024. Similarly, it should be noted that the average number of survey respondents have decreased since 2024. Across the 32 items assessing satisfaction with specific facets of the job, the top five highest rated items in which employees agreed were as follows:

<u>Item</u>	<u>Mean Rating</u>
Winter break is an important benefit for me.	4.86
Summer hours are beneficial to me and my work-life balance.	4.78
I feel safe on campus during the daytime.	4.66
Vacation leave is fairly approved in my area	4.54
Taking time off when needed is NOT a problem in my area.	4.43

The six lowest rated items by employees were:

<u>Item</u>	<u>Mean Rating</u>
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.42
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.48
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.51
I have opportunities to advance in my career at WKU	2.85
My section/department/office is adequately staffed.	2.86

Any item where the mean rating is less than 2.50 indicates disagreement (please see page 5, “How to Read this Report”). In particular, staff indicated disagreement that President Caboni advocates appropriate pay/compensation, that they are satisfied with parking, and that they are paid fairly given their responsibilities and performance expectations. It should be noted that staff indicated that they are unsure that they have opportunities to advance their career at WKU and that their departments and units are adequately staffed.

When responses were broken down by employment category, length of tenure at WKU, salary range, and division, there were few items on which there were differences in responses as a function of these demographics.

Figure 1. Overall Mean Ratings of Satisfaction for all Survey Categories

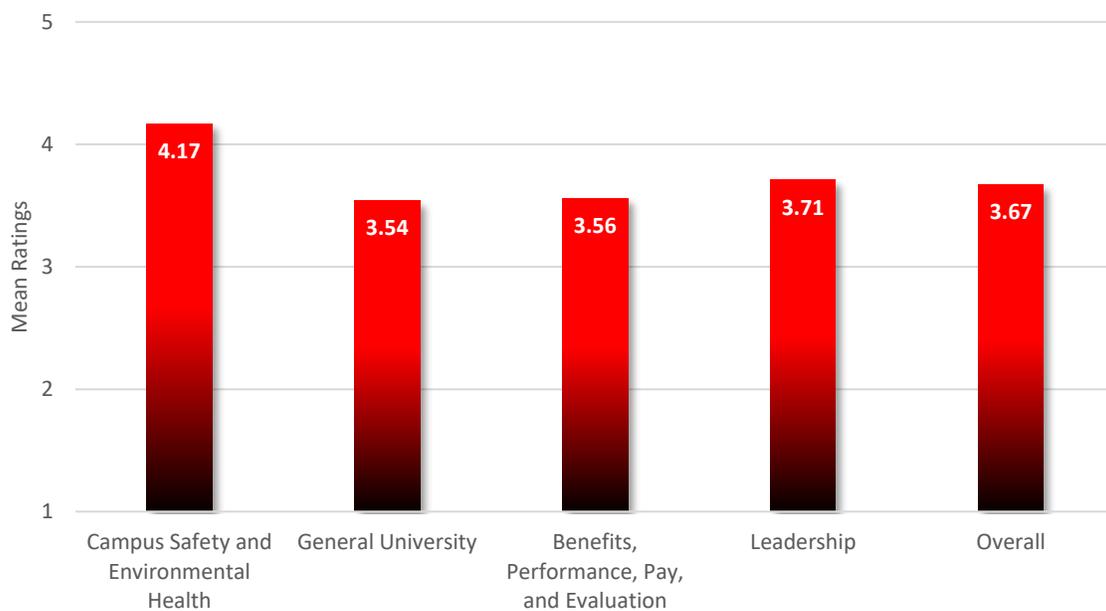


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How to Read this Report

Survey Instrument

This report describes the results of the Western Kentucky University Staff Engagement Survey administered the end of August through the end of September 2025. The 2025 Staff Engagement Survey instrument consisted of 32 items addressing satisfaction with specific facets of the job; and a 33rd item addressed overall satisfaction with working at WKU. Responses were made on a 5-point Likert-type scale ranging from *strongly disagree* (1) to *strongly agree* (5). Six additional items requested demographic information and three open-ended items asked employees to list their top issues or concerns with their job. All WKU staff were invited via email to respond to the survey. While 372 people clicked on the survey link to complete the survey; at least partial data were available for 325 participants; 47 participants had excessive missing data (>50%) and thus, these data were not included in analyses.

Interpreting Mean Ratings

In this report:

- Mean ratings ranging from 4.51 to 5.00 will be referred to as indicating strong agreement.
- Mean ratings ranging from 3.51 to 4.50 will be referred to as indicating agreement.
- Mean ratings ranging from 2.51 to 3.50 will be referred to as indicating being unsure about agreement with the statement.
- Mean ratings ranging from to 1.51 to 2.50 will be referred to as indicating disagreement.

Means that fall close to the division point between categories may be described as “slight”; for example, a mean of 3.59 may be described as “slight agreement.” In 2025 there were two items for which the mean rating would be interpreted as indicating disagreement. In other words, the 2025 data produced two mean ratings below 2.51.

Standard Deviations

The standard deviation (SD) is a measure of the amount of variation or agreement in a set of responses. For example, a standard deviation of 0.5 would mean that there was less variation (more agreement) in responses compared to a standard deviation of 1.0 which would indicate more variation (less agreement) in responses.

Reporting Results

Results are reported first for ratings across all employees. The results are then broken down by each demographic category; that is, by employment category (full-time or part-time), years of employment (tenure), salary range, and division.

Statistical Significance versus Practical Significance

For each of the analyses by demographic category, differences between categories that reached statistical significance are identified. It should be noted that these differences need to be interpreted with caution. With a large sample such as we have for the 2025 Staff Engagement Survey, small differences in means can reach statistical significance yet have little practical significance and this is something the reader should be mindful of.

2025 Staff Engagement Survey Overview

This report describes the results of the Western Kentucky University Staff Engagement Survey administered the end of August through the end of September 2025. All WKU staff were invited via email to complete the survey online; 325 employees (283 full-time; 13 part-time; 29 did not say) completed the survey with usable responses.

Table 1. 2025 Staff Engagement Survey Mean Ratings and Standard Deviations for all Items

Item	M	SD
<i>Campus Safety and Environmental Health</i>		
I feel safe on campus during the daytime.	4.66	0.55
I feel safe on campus at night.	4.07	0.79
The air quality in my building/work environment is good.	3.72	1.01
<i>General University</i>		
I have the equipment and supplies to do my job well.	3.95	1.06
My computer access is adequate to obtain the information I need.	4.36	0.83
I know how to locate/access University policies.	4.19	0.82
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	3.54	1.12
The Staff Senate represents my concerns to the administration of WKU.	3.42	1.02
I am aware that WKU has an Ethics and Compliance Hotline.	3.52	1.25
I am aware of President Caboni's expectations relevant to me and my department.	3.34	1.26
I understand the role of the President's Cabinet.	3.02	1.25
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.48	1.36
<i>Benefits, Performance, Evaluation, and Pay</i>		
I am satisfied with the current health benefits offered by WKU.	3.19	1.20
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	4.07	1.02
Vacation is approved fairly in my area	4.54	0.73
Winter break is an important benefit for me.	4.86	0.44
Summer hours are beneficial to me and my work-life balance.	4.78	0.60
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	2.42	1.29
I have opportunities to advance in my career at WKU.	2.85	1.26
My job description reflects what I really do.	3.35	1.25
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.51	1.23
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	3.09	1.35

Item	M	SD
Leadership		
I am treated fairly by my immediate supervisor.	4.39	0.97
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	4.29	0.97
Taking time off when needed to is NOT a problem in my area.	4.43	0.94
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	4.23	1.09
I am comfortable discussing my job-related concerns and issues with my supervisor.	4.03	1.25
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	3.33	1.38
WKU offers adequate supervisory training.	2.96	1.24
My section/department/office is adequately staffed.	2.86	1.36
My department leaders communicate President Caboni's plans and vision appropriately.	3.33	1.24
My division leaders communicate President Caboni's plans and vision appropriately.	3.29	1.25
Overall, I am satisfied working at WKU.	3.67	1.04

Demographics

Four items requested demographic information from employees. Response rates for these demographic categories are reported below.

Figure 2. Employment Category of Respondents

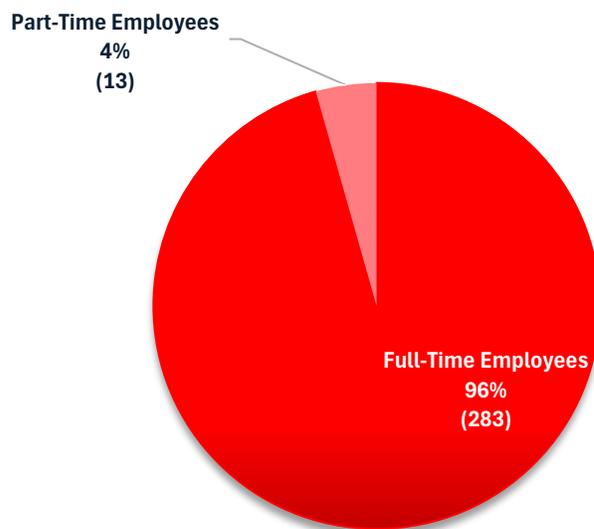


Figure 3. Employment Tenure of Respondents

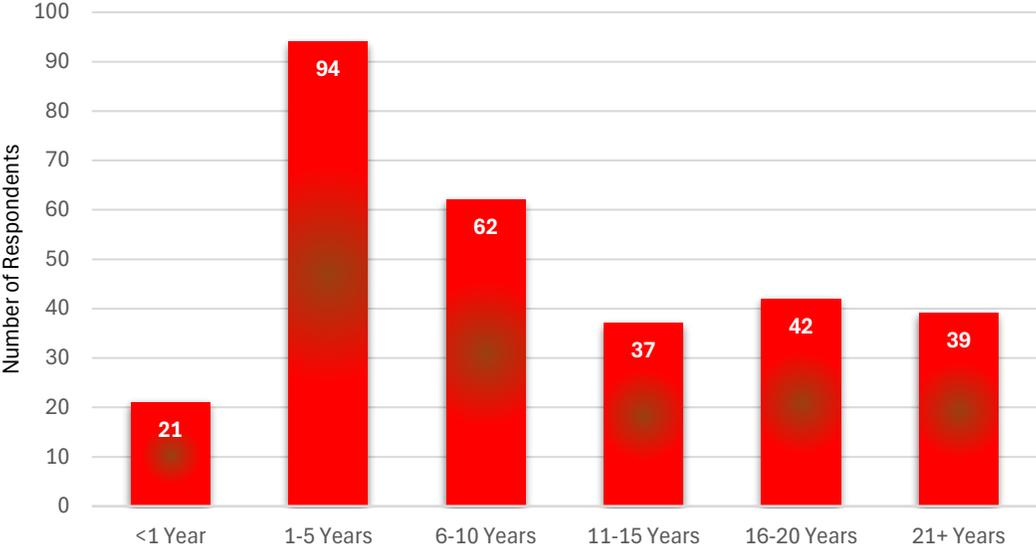


Figure 4. Salary Range of Respondents

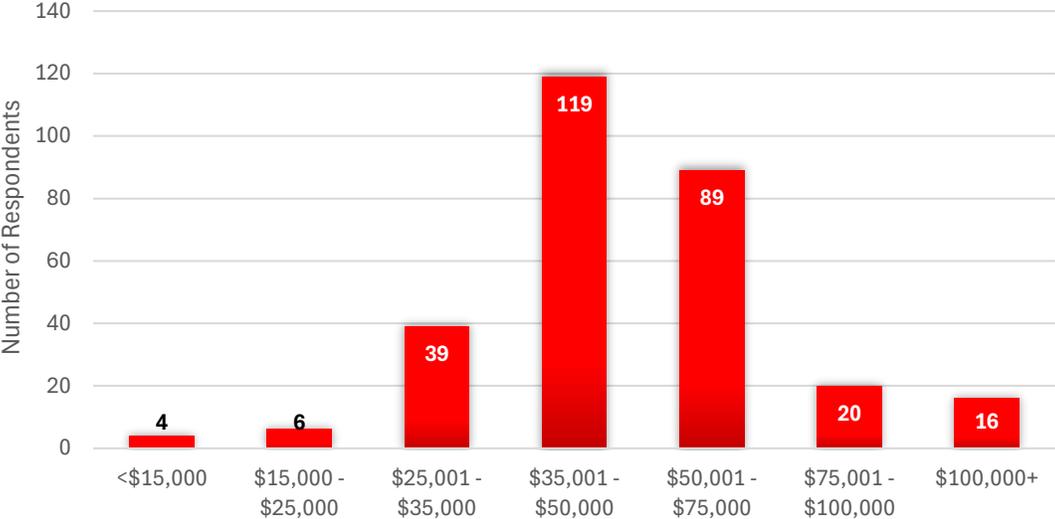


Figure 5. Division Category of Respondents

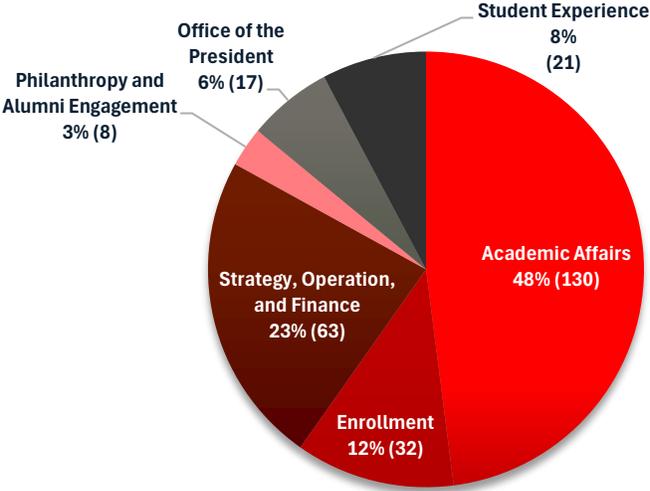
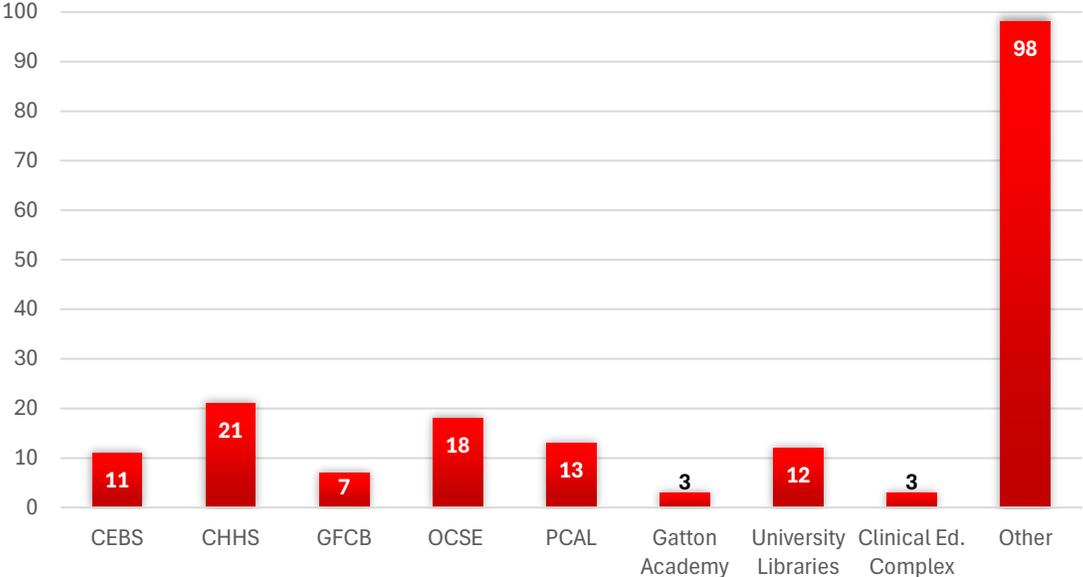


Figure 6. Academic Affairs Division Category of Respondents



Differences between 2025 Survey Results with Prior Years

In comparing responses from 2025 and 2024, there was one item for which there were statistically significant differences between the 2025 and 2024 mean ratings. This item is marked with an asterisk (***) in the table on the following page. For this item, the 2025 mean rating was higher than the 2024 mean rating.

Overall, the results obtained for the 2025 Staff Engagement Survey are similar to results obtained for the 2024, 2023, and 2022 Staff Satisfaction Surveys. In general, the mean responses to “Overall, I am satisfied working at WKU,” had been decreasing from agreement in previous years (e.g., 2017 mean = 4.07; 2011 mean = 4.20) to slight agreement in 2019 to 2024 (2019 mean = 3.74; 2020 mean = 3.88; 2021 mean = 3.86; 2022 mean = 3.67; 2023 mean = 3.78; 2024 mean = 3.80). **Notably, the mean rating indicating that staff are satisfied working at WKU has decreased (2025 mean = 3.67).** This change from the 2024 survey results **marks a marginally significant decrease** ($p < .10$).

As mentioned in the introductory section of this report, statistically significant differences need to be interpreted with caution. With a large sample, as is the case with the 2025 Staff Engagement Survey, relatively small differences in means can be statistically significant but have no practical significance. Thus, it is important to review these results in terms of practical significance as well. Rather than emphasizing these statistical differences, it is best to monitor these differences to determine if more meaningful trends develop across years.

Table 2. Items with Significantly Different Mean Ratings between 2025 and 2024

Item	2025		2024	
	Mean	SD	Mean	SD
Winter break is an important benefit for me.	4.86	0.44	4.76	0.69
Overall, I am satisfied working at WKU.**	3.67	1.04	3.80	0.91

Items marked with ** indicate marginally significant differences in mean ratings between 2025 and 2024.

Table 3. Mean Rating Comparisons between 2024 and 2023 Staff Engagement Survey Responses

Item	2025		2024	
	Mean	SD	Mean	SD
<i>Campus Safety and Environmental Health</i>				
I feel safe on campus during the daytime.	4.66	0.55	4.68	0.53
I feel safe on campus at night.	4.07	0.79	4.13	0.76
The air quality in my building/work environment is good.	3.72	1.01	3.64	0.98
<i>General University</i>				
I have the equipment and supplies to do my job well.	3.95	1.06	3.93	1.13
My computer access is adequate to obtain the information I need.	4.36	0.83	4.28	0.92
I know how to locate/access University policies.	4.19	0.82	4.17	0.85
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	3.54	1.12	3.44	1.18
The Staff Senate represents my concerns to the administration of WKU.	3.42	1.02	3.41	1.07
I am aware that WKU has an Ethics and Compliance Hotline.	3.55	1.25	3.59	1.19
I am aware of President Caboni's expectations relevant to me and my department.	3.34	1.26	3.33	1.27
I understand the role of the President's Cabinet.	3.02	1.25	3.03	1.25
I am satisfied with parking in terms of pricing, availability, and enforcement.	2.48	1.36	2.52	1.33
<i>Benefits, Performance, Evaluation, and Pay</i>				
I am satisfied with the current health benefits offered by WKU.	3.19	1.20	3.32	1.23
I am satisfied with other benefits (e.g., employee tuition waiver, dependent/spousal tuition, vacation/sick leave, workplace flexibility, etc.) offered by WKU.	4.07	1.02	4.14	0.93
Winter break is an important benefit for me.***	4.86	0.44	4.76	0.69
Summer hours are beneficial to me and my work-life balance.	4.78	0.60	4.72	0.74
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation	2.42	1.29	2.53	1.29
I have opportunities to advance in my career at WKU.	2.85	1.26	2.89	1.20
My job description reflects what I really do.	3.35	1.25	3.33	1.26
Given the responsibilities and performance expectations of my job, I am paid fairly.	2.51	1.23	2.51	1.24
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	3.09	1.35	3.22	1.26
Vacation leave is approved fairly in my area	4.54	0.73	4.44	0.90

Note. Items marked with *** indicate statistically significant differences in mean ratings between 2025 and 2024. Items marked with ** indicate marginally significant differences in mean ratings between 2025 and 2024.

Item	2025		2024	
	Mean	SD	Mean	SD
Leadership				
I am treated fairly by my immediate supervisor.	4.39	0.97	4.39	0.95
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	4.29	0.97	4.17	1.01
Taking time off when needed to is NOT a problem in my area.	4.43	0.94	4.37	0.98
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	4.23	1.09	4.16	1.10
I am comfortable discussing my job-related concerns and issues with my supervisor.	4.03	1.25	4.02	1.18
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	3.33	1.38	3.39	1.35
WKU offers adequate supervisory training.	2.96	1.24	2.89	1.13
My section/department/office is adequately staffed.	2.86	1.36	2.79	1.35
My department leaders communicate President Caboni's plans and vision appropriately.	3.33	1.24	3.42	1.18
My division leaders communicate President Caboni's plans and vision appropriately.	3.29	1.25	3.31	1.19
Overall Satisfaction				
Overall, I am satisfied working at WKU.**	3.67	1.04	3.80	0.91

Note. Items marked with *** indicate statistically significant differences in mean ratings between 2025 and 2024. Items marked with ** indicate marginally significant differences in mean ratings between 2025 and 2024.

Figure 7. Overall Satisfaction Ratings for 2021 - 2025

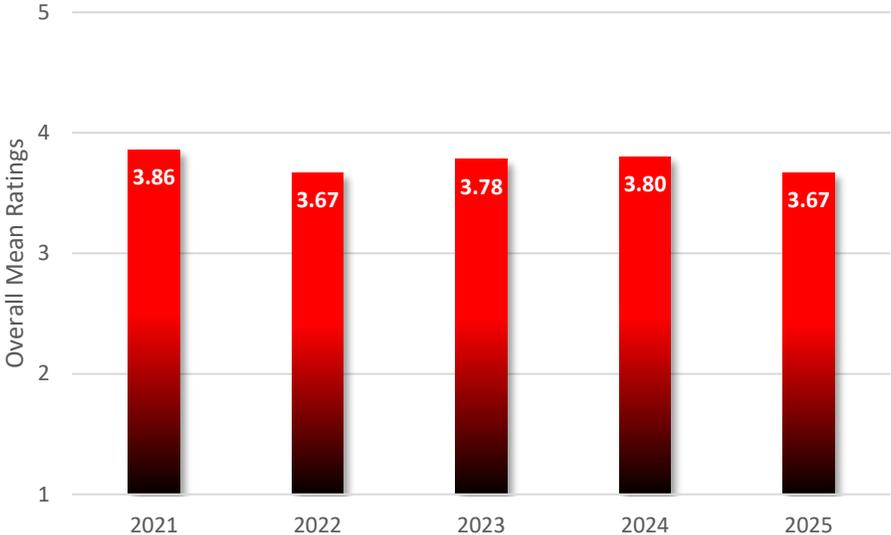
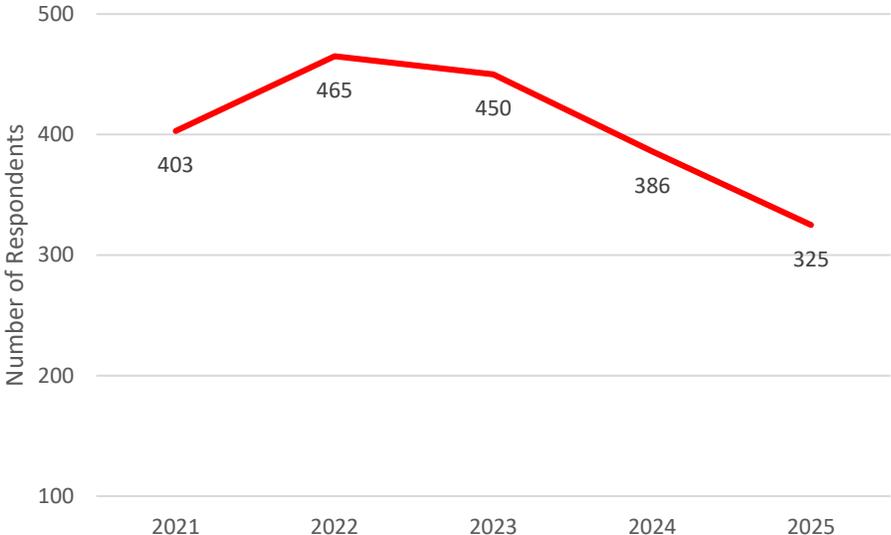


Figure 8. Response Rates from 2021 - 2025





Campus Safety and Environmental Health

Campus Safety and Environmental Health

The following tables report the means ratings and standard deviations for each item assessing campus safety and environmental health, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

Table 4. Mean Ratings and Standard Deviations by Employment Category

There is some consistency across staff members by employment category in the extent to which they agreed with the items. Notably though, full-time staff members rated the item, “The air quality in my building/work environment is good,” lower than their part-time counterparts.

Item		Employment Category	
		Full-Time N=276	Part-Time N=12
I feel safe on campus during the daytime.	Mean	4.66	4.67
	SD	(.54)	(.65)
I feel safe on campus at night.	Mean	4.07	3.90
	SD	(.78)	(1.10)
The air quality in my building/work environment is good.	Mean	3.72	4.25
	SD	(1.02)	(.45)

Table 5. Mean Ratings and Standard Deviations by Tenure

There is some variability across ratings by tenure in the extent that employees agreed on the items, however, the ratings were mostly consistent across length of tenure in the job. Importantly, “I feel safe on campus at night,” and “The air quality in my building/work environment is good,” exhibited the most variability.

Item		Years of Employment					
		<1 year N=21	1-5 years N=90	6-10 years N=61	11-15 years N=36	16-20 years N=42	>21 years N=38
I feel safe on campus during the daytime.	Mean	4.76	4.72	4.62	4.67	4.62	4.59
	SD	(.54)	(.52)	(.61)	(.48)	(.54)	(.55)
I feel safe on campus at night.	Mean	4.19	4.10	3.96	3.97	4.22	4.09
	SD	(.54)	(.76)	(.88)	(.78)	(.64)	(.90)
The air quality in my building/work environment is good.	Mean	4.19	3.78	3.63	3.74	3.78	3.61
	SD	(.75)	(1.03)	(.96)	(1.08)	(.97)	(1.03)

Table 6. Mean Ratings and Standard Deviations by Salary Range

There is some variability across ratings by salary range in the extent that employees agreed on the items, however, the ratings were mostly consistent across salary range. Importantly, “I feel safe on campus at night,” exhibited the most variability.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=4	N=6	N=38	N=116	N=87	N=20	N=15
I feel safe on campus during the daytime.	Mean	4.00	5.00	4.63	4.60	4.70	4.95	4.73
	SD	(.82)	(.00)	(.63)	(.53)	(.49)	(.23)	(.80)
I feel safe on campus at night.	Mean	3.00	4.50	3.71	4.11	4.11	4.11	4.67
	SD	(1.41)	(.58)	(.87)	(.76)	(.62)	(1.13)	(.50)
The air quality in my building/work environment is good.	Mean	4.25	4.33	3.61	3.69	3.79	4.00	3.77
	SD	(.50)	(.52)	(1.05)	(1.01)	(.91)	(1.12)	(1.30)

Table 7. Mean Ratings and Standard Deviations by Division

There is some variability across ratings by division in the extent that employees agreed on the items. Importantly, “The air quality in my building/work environment is good,” exhibited the most variability.

Item		Division					
		Academic Affairs	Enrollment	Strategy Operation and Finance	Philanthropy and Alumni Engagement	Office of the President	Student Experience
		N=127	N=31	N=60	N=8	N=16	N=21
I feel safe on campus during the daytime.	Mean	4.65	4.61	4.60	4.75	4.81	4.71
	SD	(.49)	(.56)	(.72)	(.46)	(.40)	(.46)
I feel safe on campus at night.	Mean	4.10	3.96	4.02	4.00	4.00	4.50
	SD	(.70)	(.84)	(.92)	(.58)	(.95)	(.51)
The air quality in my building/work environment is good.	Mean	3.71	3.62	3.67	4.00	4.00	4.10
	SD	(.95)	(.98)	(1.07)	(1.20)	(.97)	(.89)

Table 8. Mean Ratings and Standard Deviations by Academic Affairs Unit

There is some variability across ratings by Academic Affairs Unit in the extent that employees agreed on the items. Importantly, “The air quality in my building/work environment is good,” exhibited the most variability.

Item		Academic Affairs Unit								
		CEBS N=11	CHHS N=21	GFCB N=7	OCSE N=17	PCAL N=13	Gatton Academy N=3	University Libraries N =12	Clinical Ed. Complex N=3	Other N=95
I feel safe on campus during the daytime.	Mean	4.82	4.62	5.00	4.65	4.69	5.00	4.67	5.00	4.64
	SD	(.41)	(.50)	(.00)	(.61)	(.48)	(.00)	(.49)	(.00)	(.50)
I feel safe on campus at night.	Mean	4.11	4.11	4.14	4.29	3.91	4.67	3.91	4.00	4.05
	SD	(.60)	(.96)	(1.07)	(.47)	(.70)	(.58)	(.94)	(.00)	(.73)
The air quality in my building/work environment is good.	Mean	4.18	4.05	4.57	3.47	3.42	4.67	4.20	4.33	3.54
	SD	(.87)	(1.05)	(.54)	(.87)	(.90)	(.58)	(.63)	(.58)	(1.02)



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General University

General University

The following tables report the means ratings and standard deviations for each item assessing general university satisfaction, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

Table 9. Mean Ratings and Standard Deviations by Employment Category

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “I have the equipment and supplies to do my job well,” was rated consistently lower by full-time employees and “I am aware that WKU has an Ethics and Compliance Hotline,” was rated consistently lower by part-time employees compared to other items assessing general university satisfaction.

Item		Employment Category	
		Full-Time N=283	Part-Time N=12
I have the equipment and supplies to do my job well.	Mean	3.93	4.58
	SD	(1.04)	(.67)
My computer access is adequate to obtain the information I need.	Mean	4.39	4.75
	SD	(.76)	(.62)
I know how to locate/access University policies.	Mean	4.24	4.00
	SD	(.77)	(.60)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.56	3.17
	SD	(1.13)	(1.03)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.44	3.00
	SD	(1.02)	(.85)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.63	3.08
	SD	(1.22)	(1.56)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.41	2.92
	SD	(1.24)	(1.38)
I understand the role of the President's Cabinet.	Mean	3.10	2.64
	SD	(1.24)	(1.21)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.50	2.50
	SD	(1.35)	(1.45)

Table 10. Mean Ratings and Standard Deviations by Tenure

There is some variability across ratings by tenure in the extent that employees agreed on the items, however, the ratings were mostly consistent across tenure. Importantly, “I understand the role of the President's Cabinet,” and “I am satisfied with parking in terms of pricing, availability, and enforcement,” were consistently rated lower compared to other items assessing general university satisfaction.

Item		Years of Employment					
		<1 year N=21	1-5 years N=94	6-10 years N=62	11-15 years N=36	16-20 years N=42	>21 years N=39
I have the equipment and supplies to do my job well.	Mean	4.29	4.11	3.97	4.00	3.55	3.79
	SD	(.96)	(.92)	(.92)	(1.04)	(1.35)	(1.06)
My computer access is adequate to obtain the information I need.	Mean	4.57	4.57	4.23	4.54	4.24	4.28
	SD	(.75)	(.60)	(.90)	(.51)	(.96)	(.72)
I know how to locate/access University policies.	Mean	4.14	4.20	4.35	4.19	4.31	4.11
	SD	(.66)	(.86)	(.75)	(.82)	(.56)	(.73)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	4.10	3.41	3.54	3.56	3.71	3.44
	SD	(.77)	(1.10)	(1.10)	(1.13)	(1.22)	(1.19)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.57	3.28	3.48	3.36	3.40	3.69
	SD	(.93)	(.98)	(.94)	(1.05)	(1.17)	(1.00)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.33	3.43	3.76	3.69	4.00	3.45
	SD	(1.39)	(1.27)	(1.24)	(1.05)	(1.10)	(1.29)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.50	3.35	3.30	3.56	3.14	3.07
	SD	(1.25)	(1.32)	(1.31)	(1.15)	(1.24)	(1.32)
I understand the role of the President's Cabinet.	Mean	3.29	2.97	3.31	2.94	3.33	2.77
	SD	(1.15)	(1.22)	(1.26)	(1.37)	(1.16)	(1.20)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	3.10	2.27	2.68	2.66	2.35	2.49
	SD	(1.41)	(1.29)	(1.41)	(1.28)	(1.29)	(1.39)

Table 11. Mean Ratings and Standard Deviations by Salary Range

There are a few items with a large degree of variability across ratings by salary range in the extent that employees agreed on the items. Importantly, “I understand the role of the President's Cabinet,” “I am satisfied with parking in terms of pricing, availability, and enforcement,” and “I am aware of President Caboni’s expectations relevant to me and my department,” were consistently rated lower compared to other items assessing general university satisfaction.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=4	N=6	N=39	N=119	N=88	N=20	N=16
I have the equipment and supplies to do my job well.	Mean	4.75	4.67	4.15	3.92	3.95	3.05	3.94
	SD	(.50)	(.52)	(.90)	(.97)	(1.08)	(1.32)	(1.24)
My computer access is adequate to obtain the information I need.	Mean	5.00	4.67	4.61	4.37	4.32	4.40	4.50
	SD	(.00)	(.52)	(.55)	(.69)	(.90)	(.88)	(.82)
I know how to locate/access University policies.	Mean	4.00	3.67	4.28	4.10	4.34	4.37	4.69
	SD	(.82)	(.52)	(.56)	(.85)	(.76)	(.50)	(.60)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.00	4.33	3.41	3.63	3.47	3.45	3.73
	SD	(.82)	(.82)	(1.19)	(1.08)	(1.13)	(1.19)	(1.22)
The Staff Senate represents my concerns to the administration of WKU.	Mean	2.50	4.17	3.26	3.47	3.45	3.25	3.69
	SD	(1.29)	(.75)	(.83)	(1.03)	(1.02)	(1.21)	(.79)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	2.75	3.67	3.41	3.50	3.60	4.05	4.50
	SD	(2.06)	(1.37)	(1.39)	(1.21)	(1.21)	(.97)	(.82)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	2.50	3.67	3.42	3.31	3.37	3.75	3.81
	SD	(1.73)	(1.37)	(1.35)	(1.18)	(1.19)	(1.45)	(1.42)
I understand the role of the President's Cabinet.	Mean	2.67	3.17	2.69	3.02	3.16	3.50	3.87
	SD	(1.53)	(1.17)	(1.34)	(1.19)	(1.15)	(1.36)	(1.36)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.00	3.17	1.95	2.48	2.59	3.11	2.88
	SD	(2.00)	(1.33)	(1.25)	(1.31)	(1.26)	(1.60)	(1.54)

Table 12. Mean Ratings and Standard Deviations by Division

There is some variability across ratings by and within division in the extent that employees agreed on the items. Importantly, “I am satisfied with parking in terms of pricing, availability, and enforcement,” was consistently rated lower.

Item		Division					
		Academic Affairs N=130	Enrollment N=32	Strategy Operation and Finance N=62	Philanthropy and Alumni Engagement N=8	Office of the President N=17	Student Experience N=21
I have the equipment and supplies to do my job well.	Mean	4.05	3.84	3.35	4.63	4.35	4.38
	SD	(.91)	(1.11)	(1.20)	(.52)	(1.17)	(.50)
My computer access is adequate to obtain the information I need.	Mean	4.39	4.41	4.17	4.62	4.71	4.67
	SD	(.72)	(.80)	(.92)	(.52)	(1.77)	(.48)
I know how to locate/access University policies.	Mean	4.18	4.25	4.15	4.38	4.59	4.33
	SD	(.81)	(.57)	(.83)	(.74)	(.62)	(.66)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.74	3.48	3.31	3.13	3.81	3.24
	SD	(1.04)	(1.21)	(1.18)	(1.25)	(1.28)	(1.14)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.56	3.26	3.15	4.00	3.88	3.24
	SD	(.96)	(1.13)	(1.03)	(.93)	(.93)	(.89)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.60	3.48	3.74	2.88	4.53	2.85
	SD	(1.18)	(1.39)	(1.18)	(1.36)	(.51)	(1.31)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.38	3.66	3.16	3.75	3.76	3.29
	SD	(1.24)	(1.21)	(1.30)	(1.17)	(1.25)	(1.31)
I understand the role of the President's Cabinet.	Mean	3.10	2.81	2.98	3.63	3.88	3.19
	SD	(1.21)	(1.30)	(1.26)	(1.06)	(1.17)	(1.08)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.37	2.32	2.82	1.75	2.65	3.00
	SD	(1.27)	(1.25)	(1.54)	(.71)	(1.37)	(1.38)

Table 13. Mean Ratings and Standard Deviations by Academic Affairs Unit

There is some variability across ratings by Academic Affairs Unit in the extent that employees agreed on the items. Importantly, “I am satisfied with parking in terms of pricing, availability, and enforcement,” exhibited the most inconsistency across units.

Item		Academic Affairs Unit								
		CEBS	CHHS	GFCB	OCSE	PCAL	Gatton Academy	University Libraries	Clinical Ed. Complex	Other
		N=11	N=21	N=7	N=18	N=13	N=3	N=12	N=3	N=98
I have the equipment and supplies to do my job well.	Mean	4.27	4.29	3.71	3.67	3.54	5.00	4.08	4.67	4.18
	SD	(.91)	(.78)	(1.60)	(.91)	(.97)	(.00)	(.73)	(.58)	(.87)
My computer access is adequate to obtain the information I need.	Mean	4.64	4.43	4.71	4.06	4.23	5.00	4.42	4.67	4.49
	SD	(.51)	(.51)	(.49)	(1.06)	(.93)	(.00)	(.90)	(.58)	(.65)
I know how to locate/access University policies.	Mean	4.09	4.29	4.29	4.11	4.38	4.67	4.33	4.00	4.26
	SD	(1.14)	(.56)	(.76)	(.83)	(.51)	(.58)	(.65)	(1.00)	(.74)
If a situation occurred, I would feel comfortable contacting the Ombuds officer.	Mean	3.27	4.19	3.86	3.72	3.15	4.33	4.09	3.33	3.56
	SD	(1.42)	(.60)	(1.22)	(.75)	(1.35)	(.58)	(1.14)	(.58)	(1.06)
The Staff Senate represents my concerns to the administration of WKU.	Mean	3.45	3.95	3.00	2.89	3.38	3.67	3.91	3.33	3.55
	SD	(.82)	(.95)	(.58)	(.76)	(.96)	(1.16)	(1.38)	(.58)	(.99)
I am aware that WKU has an Ethics and Compliance Hotline.	Mean	3.45	3.90	4.14	3.33	3.38	4.67	3.73	2.67	3.41
	SD	(1.37)	(.89)	(1.22)	(1.24)	(1.45)	(.58)	(1.27)	(1.16)	(1.37)
I am aware of President Caboni's expectations relevant to me and my department.	Mean	3.09	3.52	3.71	3.22	2.85	4.33	4.00	3.67	3.34
	SD	(1.58)	(1.21)	(1.11)	(1.06)	(1.35)	(.58)	(.78)	(1.53)	(1.29)
I understand the role of the President's Cabinet.	Mean	3.27	3.24	2.71	2.61	2.85	3.00	3.75	2.67	2.99
	SD	(1.27)	(1.26)	(1.50)	(.92)	(1.46)	(1.00)	(.87)	(1.16)	(1.27)
I am satisfied with parking in terms of pricing, availability, and enforcement.	Mean	2.55	3.00	2.14	1.78	2.00	3.33	2.27	4.00	2.32
	SD	(1.51)	(1.34)	(1.07)	(1.00)	(1.08)	(.58)	(1.19)	(.00)	(1.27)



Benefits, Performance, Evaluation, and Pay

Benefits, Performance, Evaluation, and Pay

The following tables report the means ratings and standard deviations for each item assessing satisfaction with benefits, performance, evaluations, and pay, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

Table 14. Mean Ratings and Standard Deviations by Employment Category

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “Winter break is an important benefit for me,” and “Summer hours are beneficial to me and my work-life balance,” were consistently rated higher within the benefits offered; whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” along with “I have opportunities to advance in my career at WKU,” and “Given the responsibilities and performance expectations of my job, I am paid fairly,” were consistently rated lower across employment categories compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Employment Category	
		Full-Time N=282	Part-Time N=13
I am satisfied with the current health benefits offered by WKU.	Mean	3.25	3.10
	SD	(1.18)	(1.45)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.	Mean	4.11	3.82
	SD	(.98)	(1.08)
Winter break is an important benefit for me.	Mean	4.88	4.64
	SD	(.37)	(.67)
Summer hours are beneficial to me and my work-life balance.	Mean	4.81	4.40
	SD	(.56)	(.97)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.45	2.17
	SD	(1.31)	(.94)
I have opportunities to advance in my career at WKU.	Mean	2.86	3.18
	SD	(1.26)	(1.33)
My job description reflects what I really do.	Mean	3.34	3.77
	SD	(1.27)	(1.01)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.48	2.85
	SD	(1.25)	(1.35)
In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right connections.	Mean	3.11	3.55
	SD	(1.37)	(1.29)
Vacation leave is approved fairly in my area.	Mean	4.54	4.56
	SD	(.72)	(.73)

Table 15. Mean Ratings and Standard Deviations by Tenure

There is some variability across ratings by tenure in the extent that employees agreed on the items. Importantly, “Winter break is an important benefit for me,” along with “Summer hours are beneficial to me and my work-life balance,” and “Vacation leave is approved fairly in my area,” exhibited higher consistency in ratings; whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” along with “Given the responsibilities and performance expectations of my job, I am paid fairly,” and “I have opportunities to advance in my career at WKU,” were consistently rated lower compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Years of Employment					
		<1 year N=21	1-5 years N=94	6-10 years N=62	11-15 years N=37	16-20 years N=42	>21 years N=39
		Mean	SD	Mean	SD	Mean	SD
I am satisfied with the current health benefits offered by WKU.	Mean	3.63	3.27	3.22	3.11	3.12	3.26
	SD	(1.30)	(1.19)	(1.13)	(1.17)	(1.23)	(1.20)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	4.40	3.92	4.15	4.24	4.36	3.89
	SD	(.75)	(1.13)	(1.06)	(.83)	(.76)	(.89)
Winter break is an important benefit for me.	Mean	4.76	4.88	4.88	4.97	4.85	4.78
	SD	(.54)	(.33)	(.46)	(.16)	(.43)	(.42)
Summer hours are beneficial to me and my work-life balance.	Mean	4.67	4.84	4.76	4.89	4.69	4.78
	SD	(.73)	(.39)	(.68)	(.52)	(.83)	(.42)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	3.19	2.49	2.61	2.05	2.24	2.21
	SD	(1.29)	(1.38)	(1.23)	(1.10)	(1.37)	(1.15)
I have opportunities to advance in my career at WKU.	Mean	3.85	2.87	2.95	2.59	2.62	2.87
	SD	(.93)	(1.24)	(1.24)	(1.24)	(1.40)	(1.17)
My job description reflects what I really do.	Mean	4.14	3.48	3.13	2.92	3.75	3.03
	SD	(.91)	(1.25)	(1.40)	(1.19)	(1.13)	(1.16)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.90	2.49	2.53	2.00	2.48	2.74
	SD	(1.29)	(1.32)	(1.22)	(1.05)	(1.29)	(1.21)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	3.78	3.14	3.41	2.89	2.81	2.97
	SD	(1.11)	(1.34)	(1.40)	(1.35)	(1.45)	(1.34)
Vacation leave is approved fairly in my area.	Mean	4.40	4.60	4.61	4.54	4.44	4.43
	SD	(.82)	(.66)	(.69)	(.80)	(.81)	(.65)

**Wording of item shortened to maintain pagination of table.

Table 16. Mean Ratings and Standard Deviations by Salary Range

There is some variability across ratings by salary range in the extent that employees agreed on the item ranges. Importantly, “Winter break is an important benefit for me,” along with “Summer hours are beneficial to me and my work-life balance,” and “Vacation leave is approved fairly in my area,” exhibited higher consistency in ratings; whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” and “Given the responsibilities and performance expectations of my job, I am paid fairly,” were consistently rated lower compared to other items assessing satisfaction with benefits, performance, evaluation, and pay.

Item		Salary Range						
		<15k	15-25k	25-35k	35-50k	50-75k	75-100k	>100k
		N=4	N=6	N=39	N=119	N=89	N=20	N=16
I am satisfied with the current health benefits offered by WKU.	Mean	3.50	3.50	3.27	3.13	3.29	3.42	3.33
	SD	(2.12)	(1.73)	(1.26)	(1.23)	(1.11)	(1.12)	(1.18)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	3.67	3.80	3.95	4.08	4.18	4.21	4.25
	SD	(1.53)	(1.10)	(1.19)	(.99)	(.92)	(.79)	(1.00)
Winter break is an important benefit for me.	Mean	4.75	4.40	4.89	4.81	4.97	4.78	4.94
	SD	(.50)	(.89)	(.31)	(.42)	(.19)	(.73)	(.25)
Summer hours are beneficial to me and my work-life balance.	Mean	4.00	4.80	4.81	4.79	4.86	4.61	4.69
	SD	(1.73)	(.45)	(.46)	(.54)	(.46)	(.78)	(1.01)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.25	3.00	1.87	2.38	2.58	2.90	2.63
	SD	(1.26)	(1.10)	(1.02)	(1.23)	(1.36)	(1.48)	(1.63)
I have opportunities to advance in my career at WKU.	Mean	3.67	4.00	2.87	2.68	2.97	3.11	3.13
	SD	(.58)	(1.00)	(1.32)	(1.24)	(1.24)	(1.15)	(1.55)
My job description reflects what I really do.	Mean	4.50	3.83	3.28	3.25	3.37	3.55	3.63
	SD	(.58)	(.98)	(1.36)	(1.25)	(1.23)	(1.47)	(1.26)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	3.50	2.20	1.97	2.43	2.64	2.85	2.88
	SD	(1.29)	(1.30)	(1.18)	(1.22)	(1.21)	(1.31)	(1.63)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	4.33	3.50	2.81	2.98	3.18	3.63	3.69
	SD	(1.16)	(1.73)	(1.33)	(1.30)	(1.39)	(1.50)	(1.49)
Vacation leave is approved fairly in my area.	Mean	4.00	4.20	4.17	4.44	4.57	4.55	4.75
	SD	(1.41)	(.45)	(.46)	(.78)	(.71)	(.83)	(.58)

**Wording of item shortened to maintain pagination of table.

Table 17. Mean Ratings and Standard Deviations by Division

“Winter break is an important benefit for me,” and “Summer hours are beneficial to me and my work-life balance,” exhibited higher consistency in ratings; whereas “President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,” and “Given the responsibilities and performance expectations of my job, I am paid fairly,” were consistently rated lower.

Item		Division					
		Academic Affairs N=130	Enrollment N=32	Strategy Operation and Finance N=63	Philanthropy and Alumni Engagement N=8	Office of the President N=17	Student Experience N=21
I am satisfied with the current health benefits offered by WKU.	Mean	3.20	3.13	3.18	3.88	3.38	3.15
	SD	(1.21)	(1.33)	(1.18)	(.84)	(1.20)	(1.18)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	4.21	3.77	4.02	4.25	4.35	3.95
	SD	(.89)	(1.33)	(1.02)	(1.04)	(1.00)	(.83)
Winter break is an important benefit for me.	Mean	4.87	4.87	4.85	5.00	4.88	4.75
	SD	(.36)	(.34)	(.49)	(.00)	(.50)	(.44)
Summer hours are beneficial to me and my work-life balance.	Mean	4.83	4.80	4.58	5.00	4.88	4.79
	SD	(.50)	(.48)	(.89)	(.00)	(.34)	(.42)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation.	Mean	2.41	2.00	2.39	2.75	3.12	2.60
	SD	(1.26)	(1.16)	(1.41)	(1.17)	(1.50)	(1.23)
I have opportunities to advance in my career at WKU.	Mean	2.95	2.63	2.66	3.13	3.40	2.90
	SD	(1.23)	(1.41)	(1.31)	(1.25)	(1.24)	(1.14)
My job description reflects what I really do.	Mean	3.27	3.50	3.06	3.75	4.12	3.57
	SD	(1.23)	(1.39)	(1.30)	(1.17)	(1.17)	(1.12)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.50	1.94	2.48	2.88	3.12	2.38
	SD	(1.21)	(1.13)	(1.22)	(1.36)	(1.62)	(1.32)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	3.21	3.23	2.71	3.38	4.12	2.74
	SD	(1.28)	(1.38)	(1.49)	(1.60)	(1.05)	(1.41)
Vacation leave is approved fairly in my area.	Mean	4.47	4.58	4.42	4.88	4.88	4.50
	SD	(.78)	(.62)	(.78)	(.35)	(.34)	(.61)

Table 18. Mean Ratings and Standard Deviations by Academic Affairs Unit

Items related to perceptions of fair and appropriate pay are consistently rated lower across Academic Affairs Units.

Item	Academic Affairs Unit									
	CEBS N=11	CHHS N=21	GFCB N=7	OCSE N=18	PCAL N=13	Gatton Academy N=3	University Libraries N=12	Clinical Ed. Complex N=3	Other N=98	
I am satisfied with the current health benefits offered by WKU.	Mean	2.44	3.71	2.83	3.06	2.50	3.67	4.08	3.50	3.32
	SD	(1.33)	(.96)	(1.33)	(1.18)	(1.24)	(.58)	(.79)	(2.12)	(1.19)
I am satisfied with other benefits (e.g., tuition waivers, vacation/sick leave, etc.) offered by WKU.**	Mean	4.30	4.24	4.43	3.61	3.77	4.67	4.67	5.00	4.12
	SD	(.48)	(.89)	(.79)	(1.15)	(1.48)	(.58)	(.49)	(.00)	(.98)
Winter break is an important benefit for me.	Mean	4.82	4.86	4.86	4.89	4.92	5.00	4.91	4.33	4.90
	SD	(.41)	(.36)	(.38)	(.32)	(.29)	(.00)	(.30)	(1.16)	(.31)
Summer hours are beneficial to me and my work-life balance.	Mean	4.78	5.00	4.71	4.67	4.91	5.00	4.92	4.67	4.85
	SD	(.44)	(.00)	(.49)	(.77)	(.30)	(.00)	(.29)	(.58)	(.48)
President Caboni demonstrates the value of WKU staff by advocating for appropriate pay.	Mean	2.27	3.05	2.00	2.11	2.08	3.67	2.92	2.67	2.34
	SD	(1.35)	(1.53)	(.82)	(1.02)	(1.32)	(.58)	(1.31)	(.58)	(1.25)
I have opportunities to advance in my career at WKU.	Mean	2.73	3.29	2.43	2.82	2.54	4.00	3.75	3.33	2.87
	SD	(1.27)	(1.27)	(1.27)	(1.13)	(1.20)	(1.00)	(1.14)	(1.16)	(1.25)
My job description reflects what I really do.	Mean	3.00	3.86	3.43	3.50	2.54	4.67	4.36	2.67	3.39
	SD	(1.27)	(1.11)	(1.27)	(.92)	(1.27)	(.58)	(.67)	(1.16)	(1.18)
Given the responsibilities and performance expectations of my job, I am paid fairly.	Mean	2.36	2.90	2.00	2.56	2.08	3.33	3.33	3.00	2.34
	SD	(1.43)	(1.25)	(.58)	(1.20)	(1.12)	(.58)	(1.30)	(1.73)	(1.19)
In my area, promotions are based on performance-related criteria rather than on a subjective basis.**	Mean	3.40	3.24	3.33	2.93	3.00	4.33	3.83	3.50	3.12
	SD	(.84)	(1.25)	(1.51)	(1.03)	(1.28)	(.58)	(1.34)	(.71)	(1.38)
Vacation leave is approved fairly in my area.	Mean	4.36	4.48	4.86	4.44	4.54	5.00	4.91	4.00	4.59
	SD	(.67)	(.75)	(.38)	(.71)	(.88)	(.00)	(.30)	(1.00)	(.67)

**Wording of item shortened to maintain pagination of table.



Leadership

Leadership

The following tables report the means ratings and standard deviations for each item assessing satisfaction with leadership, broken down by employment category, tenure, salary range, and division. The means and standard deviations are reported in the order in which the items appeared on the survey instrument.

Table 19. Mean Ratings and Standard Deviations by Employment Category

There is some variability across ratings by employment category in the extent that employees agreed on the items. Importantly, “I am treated fairly by my immediate supervisor,” “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “Taking time off when needed is NOT a problem in my area,” and “My supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “WKU offers adequate supervisory training,” and “My section/department/office is adequately staffed,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Employment Category	
		Full-Time N=280	Part-Time N=13
I am treated fairly by my immediate supervisor.	Mean	4.39	4.68
	SD	(.97)	(.87)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.26	4.80
	SD	(.98)	(.42)
Taking time off when needed to is NOT a problem in my area.	Mean	4.40	5.00
	SD	(.93)	(.00)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.22	4.73
	SD	(1.09)	(.65)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.01	4.46
	SD	(1.25)	(1.13)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.38	3.38
	SD	(1.38)	(1.41)
WKU offers adequate supervisory training.	Mean	2.98	3.33
	SD	(1.25)	(1.16)
My section/department/office is adequately staffed.	Mean	2.89	2.69
	SD	(1.37)	(1.25)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.36	3.67
	SD	(1.24)	(.89)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.32	3.60
	SD	(1.25)	(.97)

Table 20. Mean Ratings and Standard Deviations by Tenure

There is some variability across ratings by tenure in the extent that employees agreed on the items. Importantly, “I am treated fairly by my immediate supervisor,” “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “Taking time off when needed is NOT a problem in my area,” and “My supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “WKU offers adequate supervisory training,” and “My section/department/office is adequately staffed,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Years of Employment					
		<1 year N=21	1-5 years N=92	6-10 years N=62	11-15 years N=36	16-20 years N=42	>21 years N=39
I am treated fairly by my immediate supervisor.	Mean	4.90	4.42	4.23	4.36	4.52	4.31
	SD	(.30)	(.97)	(1.14)	(.99)	(.86)	(.92)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.83	4.28	4.30	4.35	4.16	4.09
	SD	(.51)	(1.01)	(.94)	(.85)	(1.05)	(1.01)
Taking time off when needed to is NOT a problem in my area.	Mean	4.62	4.51	4.43	4.44	4.17	4.41
	SD	(.74)	(.87)	(.97)	(.84)	(1.15)	(.85)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.55	4.22	4.14	4.23	4.18	4.36
	SD	(.83)	(1.09)	(1.24)	(1.11)	(1.24)	(.59)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.62	4.07	3.90	3.92	4.07	3.97
	SD	(.74)	(1.18)	(1.39)	(1.32)	(1.20)	(1.33)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	4.06	3.43	3.37	3.06	3.26	3.41
	SD	(1.06)	(1.30)	(1.38)	(1.47)	(1.50)	(1.40)
WKU offers adequate supervisory training.	Mean	4.10	3.25	2.92	2.59	2.62	2.84
	SD	(.91)	(1.12)	(1.21)	(1.13)	(1.35)	(1.28)
My section/department/office is adequately staffed.	Mean	3.81	3.29	2.59	2.69	2.52	2.41
	SD	(.98)	(1.32)	(1.36)	(1.39)	(1.35)	(1.23)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	4.05	3.56	3.33	3.09	3.23	3.10
	SD	(.81)	(1.22)	(1.22)	(1.40)	(1.17)	(1.25)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.90	3.49	3.33	3.09	3.08	3.18
	SD	(.85)	(1.21)	(1.23)	(1.36)	(1.29)	(1.28)

Table 21. Mean Ratings and Standard Deviations by Salary Range

There is some variability across ratings by salary range in the extent that employees agreed on the item ranges. Importantly, “I am treated fairly by my immediate supervisor,” “I am allowed time away from my job for taking classes or attending training opportunities per university policy,” “Taking time off when needed is NOT a problem in my area,” and “My supervisor allows flex scheduling per Alternative Work Arrangement Policy,” exhibited consistently higher ratings; whereas “WKU offers adequate supervisory training,” and “My section/department/office is adequately staffed,” exhibited lower ratings compared to other items assessing satisfaction with leadership.

Item		Salary Range						
		<15k N=4	15- 25k N=6	25- 35k N=39	35-50k N=119	50- 75k N=87	75- 100k N=20	>100k N=15
I am treated fairly by my immediate supervisor.	Mean	4.75	4.83	4.21	4.40	4.42	4.40	4.53
	SD	(.50)	(.41)	(1.13)	(1.01)	(.94)	(.94)	(.52)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.67	5.00	4.37	4.31	4.15	4.22	4.53
	SD	(.58)	(.00)	(1.00)	(.93)	(1.05)	(1.00)	(.64)
Taking time off when needed to is NOT a problem in my area.	Mean	5.00	4.67	4.79	4.39	4.28	4.40	4.80
	SD	(.00)	(.82)	(.41)	(.90)	(1.03)	(1.14)	(.41)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.33	4.60	4.27	4.16	4.24	4.24	4.57
	SD	(1.16)	(.89)	(1.19)	(1.06)	(1.07)	(1.35)	(.65)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.75	4.17	3.92	4.08	3.98	4.15	4.07
	SD	(.50)	(1.17)	(1.37)	(1.22)	(1.30)	(1.35)	(1.03)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	4.00	3.33	3.42	3.43	3.18	3.47	3.92
	SD	(1.41)	(1.16)	(1.52)	(1.33)	(1.32)	(1.68)	(1.38)
WKU offers adequate supervisory training.	Mean	3.75	3.80	3.16	3.02	2.77	3.35	2.92
	SD	(1.50)	(.84)	(1.07)	(1.19)	(1.21)	(1.66)	(1.55)
My section/department/office is adequately staffed.	Mean	3.25	3.17	3.00	3.13	2.68	2.35	2.47
	SD	(.96)	(.98)	(1.32)	(1.36)	(1.35)	(1.46)	(1.46)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	4.00	3.50	3.29	3.38	3.24	3.55	4.00
	SD	(.82)	(.55)	(1.39)	(1.16)	(1.22)	(1.61)	(1.18)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	4.00	3.40	3.24	3.42	3.11	3.33	4.00
	SD	(1.00)	(.55)	(1.34)	(1.15)	(1.26)	(1.65)	(1.18)

Table 22. Mean Ratings and Standard Deviations by Division

There is some variability across ratings by division in the extent that employees agreed on the items. “Taking time off when needed to is NOT a problem in my area,” was consistently rated higher while “My section/department/office is adequately staffed,” was consistently rated lower.

Item		Division					
		Academic Affairs	Enrollment	Strategy Operation and Finance	Philanthropy and Alumni Engagement	Office of the President	Student Experience
		N=128	N=32	N=63	N=8	N=17	N=21
I am treated fairly by my immediate supervisor.	Mean	4.46	4.41	4.24	4.57	4.59	4.00
	SD	(.94)	(1.13)	(.96)	(.54)	(.80)	(1.34)
I am allowed time away from my job for taking classes or attending training opportunities per University policy.	Mean	4.30	4.20	4.11	4.43	4.60	4.16
	SD	(.96)	(1.16)	(1.08)	(.54)	(.51)	(.96)
Taking time off when needed to is NOT a problem in my area.	Mean	4.40	4.66	4.27	4.50	4.71	4.33
	SD	(.92)	(.75)	(1.04)	(.54)	(.47)	(1.07)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	4.27	4.43	3.92	4.63	4.53	3.89
	SD	(1.02)	(1.01)	(1.22)	(.52)	(1.06)	(1.37)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.07	4.25	3.84	3.71	4.24	3.90
	SD	(1.24)	(1.24)	(1.33)	(1.38)	(1.30)	(1.22)
I am comfortable discussing my job-related concerns and issues with my Divisional Leadership Team.	Mean	3.53	3.61	3.03	2.75	3.87	3.32
	SD	(1.29)	(1.41)	(1.45)	(1.49)	(1.36)	(1.38)
WKU offers adequate supervisory training.	Mean	2.94	3.31	2.91	2.67	3.60	2.71
	SD	(1.22)	(1.14)	(1.31)	(1.21)	(1.40)	(1.23)
My section/department/office is adequately staffed.	Mean	3.10	2.94	2.27	3.75	3.18	2.52
	SD	(1.34)	(1.44)	(1.26)	(.89)	(1.47)	(1.33)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.49	3.74	2.75	4.13	4.12	3.25
	SD	(1.15)	(1.21)	(1.33)	(.64)	(.99)	(1.25)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.43	3.69	2.68	4.13	4.12	3.40
	SD	(1.18)	(1.18)	(1.29)	(.84)	(.99)	(1.27)

Table 23. Mean Ratings and Standard Deviations by Academic Affairs Unit

Items regarding taking time exhibited the most consistency, while items regarding staffing exhibited the most variability across units.

Item		Academic Affairs Unit								
		CEBS N=11	CHHS N=20	GFCB N=7	OCSE N=18	PCAL N=13	Gatton Academy N=3	University Libraries N=11	Clinical Ed. Complex N=3	Other N=97
I am treated fairly by my immediate supervisor.	Mean	4.64	4.25	5.00	4.61	4.23	5.00	4.91	5.00	4.44
	SD	(.51)	(.97)	(.00)	(.61)	(1.36)	(.00)	(.30)	(.00)	(.96)
I am allowed time away from my job per University policy.**	Mean	4.20	4.21	4.86	4.28	3.77	4.67	4.70	5.00	4.38
	SD	(1.03)	(1.03)	(.38)	(.83)	(1.69)	(.58)	(.48)	(.00)	(.85)
Taking time off when needed to is NOT a problem in my area.	Mean	4.18	4.40	5.00	4.33	4.54	5.00	4.73	5.00	4.52
	SD	(.98)	(.75)	(.00)	(.84)	(1.13)	(.00)	(.47)	(.00)	(.88)
My supervisor allows Flex scheduling per Alternate Work Arrangement Policy.	Mean	3.82	4.25	5.00	4.11	4.54	4.67	4.73	5.00	4.36
	SD	(1.33)	(.97)	(.00)	(1.02)	(1.13)	(.58)	(.47)	(.00)	(1.00)
I am comfortable discussing my job-related concerns and issues with my supervisor.	Mean	4.27	3.85	4.57	4.22	3.92	4.67	4.73	5.00	4.13
	SD	(1.19)	(1.46)	(.54)	(.73)	(1.55)	(.58)	(.47)	(.00)	(1.18)
I am comfortable discussing job-related concerns/issues with my Divisional Leadership Team.**	Mean	3.70	3.42	3.86	3.44	3.46	3.67	3.73	3.00	3.48
	SD	(1.77)	(1.54)	(1.22)	(.96)	(1.56)	(1.16)	(1.19)	*	(1.31)
WKU offers adequate supervisory training.	Mean	3.56	3.41	3.14	3.11	2.31	4.00	3.64	3.33	2.87
	SD	(1.51)	(1.12)	(1.06)	(1.18)	(1.32)	(1.00)	(1.36)	(.58)	(1.09)
My section/department/office is adequately staffed.	Mean	3.73	3.80	3.14	3.33	2.54	4.67	3.45	3.33	2.79
	SD	(1.49)	(1.28)	(1.46)	(.91)	(1.45)	(.58)	(1.21)	(1.16)	(1.34)
My department leaders communicate President Caboni's plans and vision appropriately.	Mean	3.55	3.80	3.71	3.61	3.15	4.67	4.00	3.00	3.38
	SD	(1.44)	(1.06)	(.95)	(.70)	(1.41)	(.58)	(.82)	(1.53)	(1.22)
My division leaders communicate President Caboni's plans and vision appropriately.	Mean	3.64	3.70	3.86	3.59	3.15	4.50	3.90	3.00	3.30
	SD	(1.50)	(1.08)	(1.07)	(.71)	(1.41)	(.71)	(.74)	(.00)	(1.26)

*standard deviation could not be computed due to responding sample size; **Wording of item shortened to maintain pagination of table.



WKU[®]

Overall Satisfaction

Overall Satisfaction

The following figures display the mean rating for overall satisfaction working at WKU broken down by employment category, tenure, salary range, and division.

Item	Mean Rating	SD
Overall, I am satisfied working at WKU.	3.67	1.04

Figure 9. Mean Ratings for Overall Satisfaction by Employment Category



Figure 10. Mean Ratings for Overall Satisfaction by Tenure

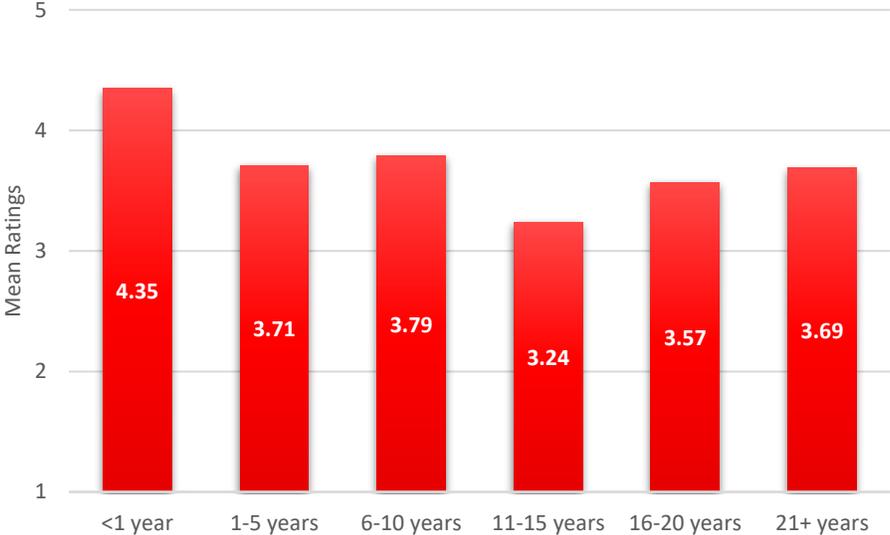


Figure 11. Mean Ratings for Overall Satisfaction by Salary Range

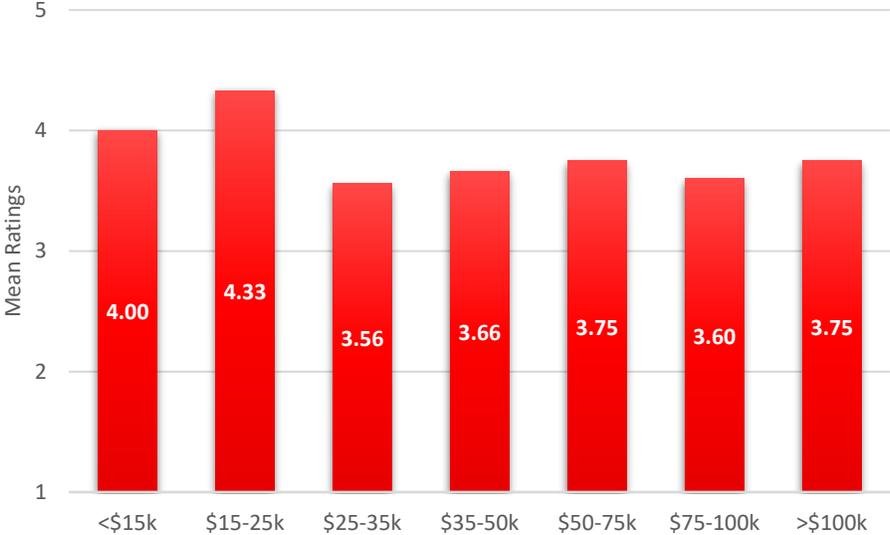


Figure 12. Mean Ratings for Overall Satisfaction by Division

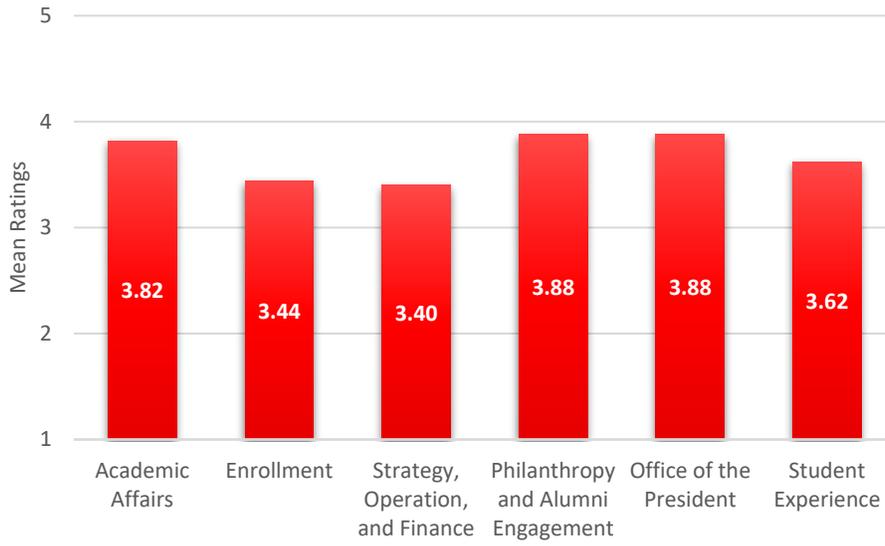
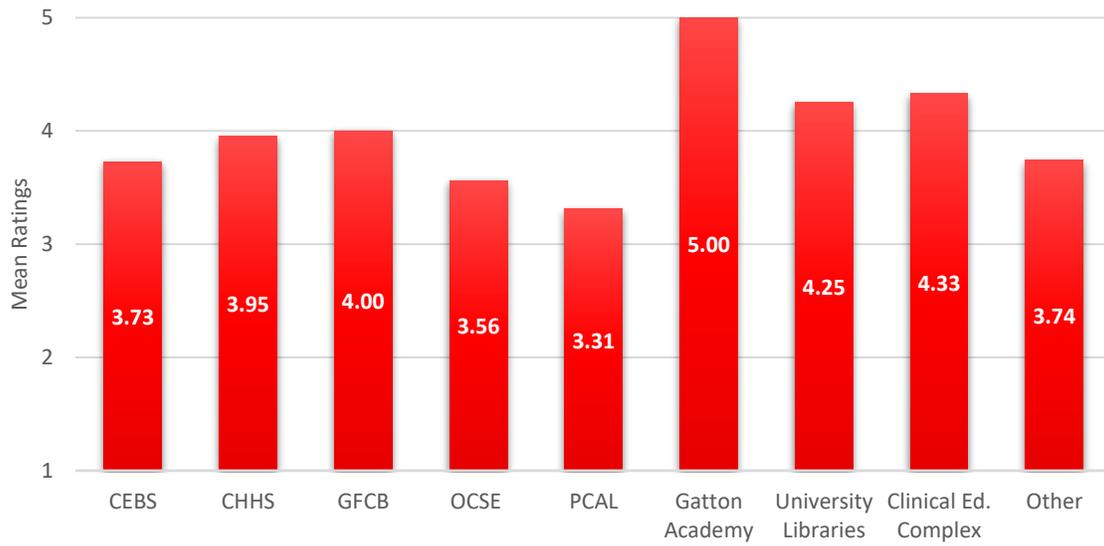


Figure 13. Mean Ratings for Overall Satisfaction by Academic Affairs Unit





Open Ended Questions

Open Ended Questions

The Staff Engagement Survey instrument included three open-ended items that requested respondents to suggest ways the Staff Senate can better serve and represent WKU staff, to list their top issues and concerns, and to list the top reasons staff enjoy working at WKU. In 2025, 227 respondents expressed 615 comments to the three open-ended questions. The 2025 comments were subjected to a Q-sort to group the comments into meaningful categories. Two undergraduate students in the B.S. in Psychological Sciences program coded comments independently, then met to discuss discrepancies in coding and resolve disagreements. The number of comments in each of 19 categories is listed in Table 24. The complete listing of comments (grouped by question) may be found in the Appendix.

The open-ended questions were as follows:

- How do you feel the Staff Senate can better serve and represent WKU staff?
- Please list up to three of your top concerns - and - how would you address them if given the opportunity?
- Please list up to three top reasons you enjoy your employment at WKU.

Table 24. Top Issues by Category and Number of Responses per Category

The following table compares employee's responses to the 3 open ended questions to previous years by category.

Category	2025	2024	2023	2022
No Additional Comments	14	7	45	84
Miscellaneous Issues	181	103	25	25
Faculty and Students	45	98	15	70
Compensation and Benefits	376	467	204	289
	61%	81%	38%	35%
Pay/Salary Issues/Raises/Compensation	157	160	136	168
Benefits (health insurance, vacation, sick leave, etc.)	180	247	45	102
Promotions and Career Opportunities	29	45	16	13
Retirement	8	9	1	4
Job Security/Turnover	2	6	6	2
Logistics and Facilities	324	400	144	285
	53%	72%	27%	34%
Staffing/Resources/Funding/Budget	79	189	64	164
Morale	40	47	16	22
Parking	43	47	34	15
Safety & Facilities (air quality, space, etc.)	27	25	21	9
Summer Hours/Spring Break/Winter Break	135	108	9	75
Management/Supervision/Leadership	183	230	101	77
	30%	40%	19%	9%
Personnel Practices & Policies	5	18	6	6
Performance Management, Appraisal, & Job Descriptions	5	28	8	9
Training / Professional Development Opportunities	41	29	24	11
Communication Issues/Ability to Express Concerns and Provide Input	46	79	22	17
Supervision/Management/Leadership	65	67	29	30
President Caboni	21	9	12	4
TOTAL NUMBER OF COMMENTS	615	579	534	830

Table 25. Comparison Across Open-Ended Questions

The following Table compares the employee’s responses to the 3 questions contained on the 2025 Staff Engagement Survey by relevant categories. Compensation and Benefits was the category that had both most general concern reports (i.e., comments related to pay/salary issues/raises/compensation) as well as the most positive comments (i.e. benefits). The category with the most Staff Senate comments was Management/Supervision/Leadership (i.e., communication).

Category	Staff Senate	Concerns	Enjoy
No Additional Comments	13	8	1
Miscellaneous Issues	25	88	68
Faculty and Students	0	12	45
Compensation and Benefits	26	185	165
	15%	86%	73%
Pay/Salary Issues/Raises/Compensation	26	129	2
Benefits (health insurance, vacation, sick leave, etc.)	0	35	145
Promotions and Career Opportunities	0	20	9
Retirement	0	0	8
Job Security/Turnover	0	1	1
Logistics and Facilities	20	152	152
	12%	70%	67%
Staffing/Resources/Funding/Budget	20	58	1
Morale	0	19	21
Parking	0	42	1
Safety & Facilities (air quality, space, etc.)	0	24	3
Summer Hours/Spring Break/Winter Break	0	9	126
Management/Supervision/Leadership	110	80	38
	64%	37%	17%
Personnel Practices & Policies	0	5	0
Performance Management, Appraisal, & Job Descriptions	0	5	0
Training / Professional Development Opportunities	1	11	0
Communication Issues/Ability to Express Concerns and Provide Input	109	10	1
Supervision/Management/Leadership	0	30	35
President Caboni	0	19	2
TOTAL NUMBER OF COMMENTS	172	216	227

Table 26. Staff Senate Support by Category

Along with comparing comments by category across the three questions, we also sorted the staff senate support question responses into categories. The following Table shows the number of comments within each category. The biggest needs communicated by staff who left comments concern better representation of staff needs and enhanced communication with all staff persons.

Category	Count
No Additional Comments	13
Miscellaneous Issues	25
Advocacy	49
	28%
Pay/Salary Issues/Raises/Compensation	26
Unionizing	2
Professional Development	1
Resources	19
Workload Issues	1
Communication	133
	77%
Enhanced Communication	35
Better Representation of Staff	59
Gathering Better Information	15
Unawareness of Staff Senate's Role in Governance	24
TOTAL NUMBER OF COMMENTS	172

Conclusions

The results of the 2025 Western Kentucky University Staff Engagement Survey indicated that overall, employees somewhat agreed they are satisfied working at WKU, similar to the results of the 2024 Staff Engagement Survey.

Across the 32 items tapping satisfaction with specific facets of the job, there were four items with which employees strongly agreed:

- *“Winter break is an important benefit for me,”*
- *“Summer hours are beneficial to me and my work-life balance,”*
- *“I feel safe on campus during the daytime,” and*
- *“Vacation leave is fairly approved in my area.”*

There were three items for which respondents disagreed on the 2025 Staff Engagement Survey:

- *“President Caboni demonstrates the value of WKU staff by advocating for appropriate pay/compensation,”*
- *“I am satisfied with parking in terms of pricing, availability, and enforcement,” and*
- *“Given the responsibilities and performance expectations of my job, I am paid fairly.”*

Generally, full-time and part-time employees were consistent in their pattern of responses. When responses were broken down by length of tenure at WKU, salary range, division, and academic affairs unit, there was more inconsistency among item responses as a function of these demographic categories.

The 2025 open-ended responses indicated that employees expressed the most concern related to:

- pay/salary issues/raises/compensation (129 comments),
- staffing/resources/funding/budget (58 comments), and
- parking (42 comments).

Overall, the results obtained for the 2025 Staff Engagement Survey are similar to results obtained for the 2024, 2023, and 2022 Staff Satisfaction Surveys. Notable exceptions include responses to “Overall I am satisfied working at WKU” decreased from agreement (2017 Mean = 4.07) to slight agreement (2019 Mean = 3.74; 2020 Mean = 3.88; 2021 Mean = 3.86; 2022 Mean = 3.67; 2023 Mean = 3.78; 2024 Mean = 3.80) with a marginally significant decrease in overall satisfaction for 2025 (Mean = 3.67).