

## Utah Valley University Faculty and Staff Opinion Survey, Spring 2019

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Utah Valley University's Institutional Research office, on behalf of Human Resources and the Office of Teaching and Learning, conducts an in-house general survey of employees every other year. During spring semester 2019, all full-time and part-time faculty and staff were invited to participate (4,516 employees). The survey was administered online and ran from 8 April 2019 – 22 April 2019. One thousand eight hundred and forty (1,840) employees started the survey. One thousand six hundred and sixty (1,660) completed it. The response rate was 37% for all participants and 56.4% for full-time employees. The margin of error is +/- 2%.

Some survey question-blocks were administered only to specific employee populations. Please contact UVU Human Resources or UVU's Office of Teaching and Learning for more information on the results from those sections (primarily the full-time and adjunct faculty teaching-specific blocks).

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Q2.1 (n~1,700)

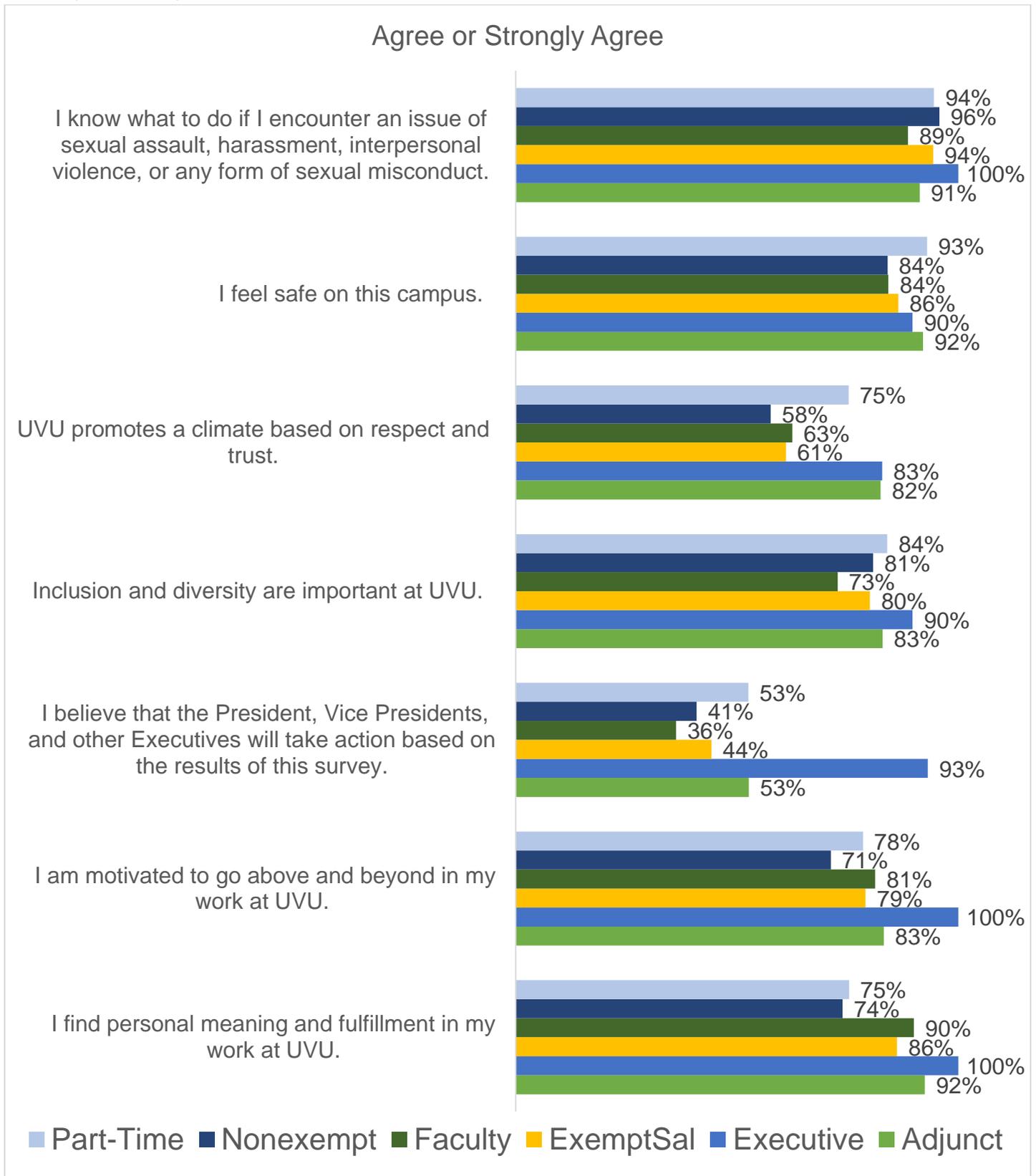


Figure 1

Q3.1A (n~1,700)

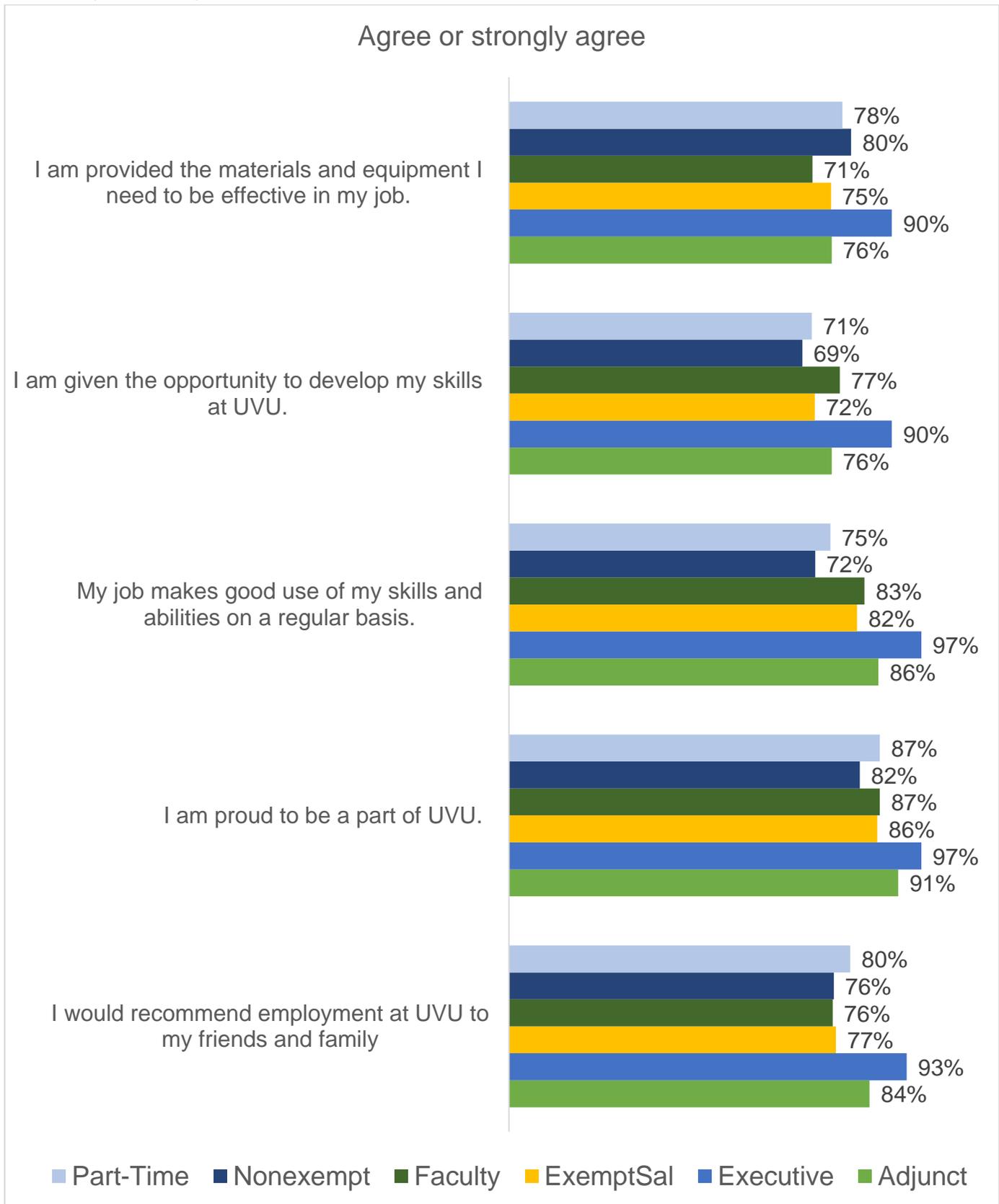


Figure 2

Q3.1B (n~1,700)

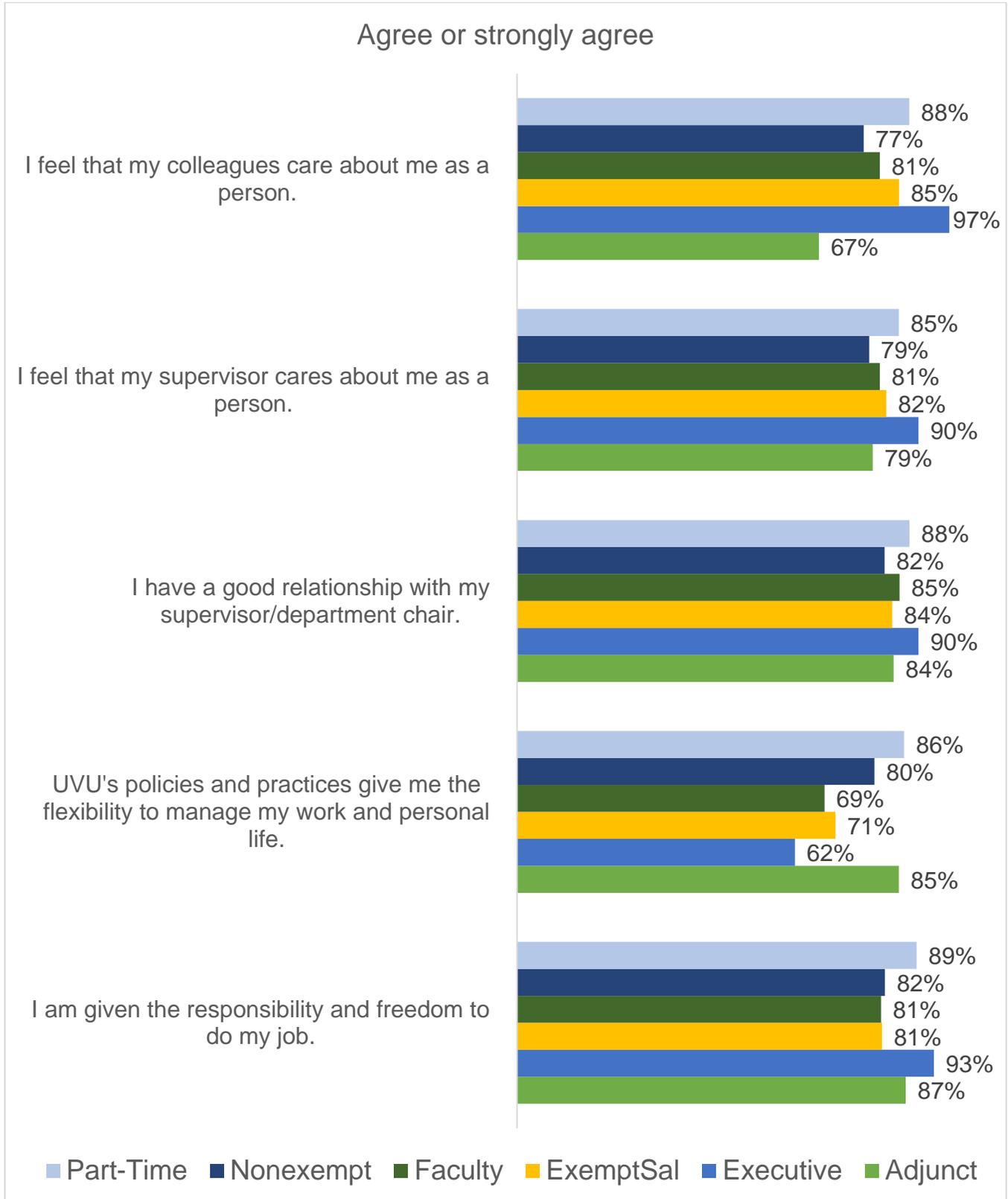


Figure 3

Q3.2 (n~1,700)

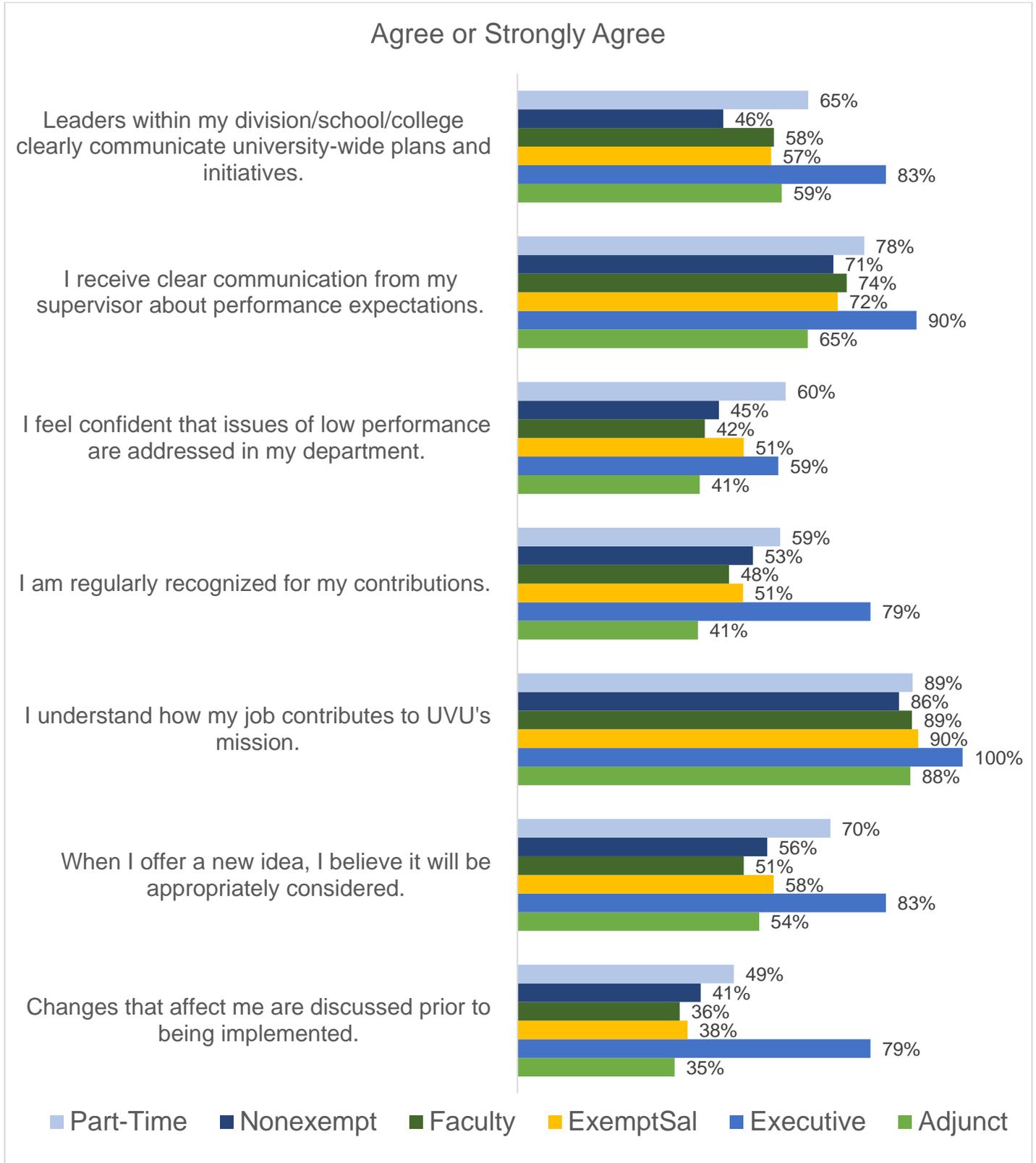


Figure 4

Q7.2 (n~1,700)

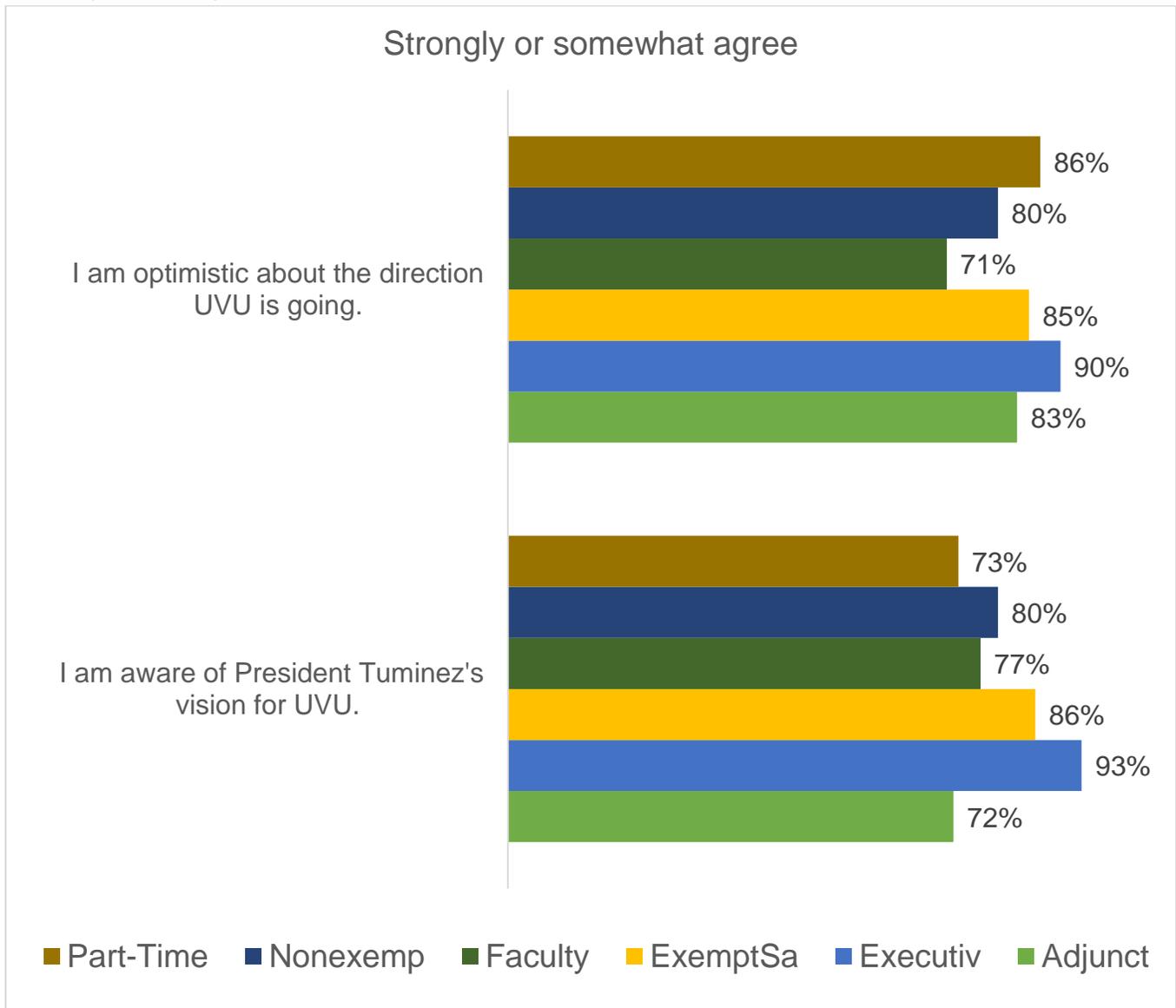


Figure 5

Q7.3

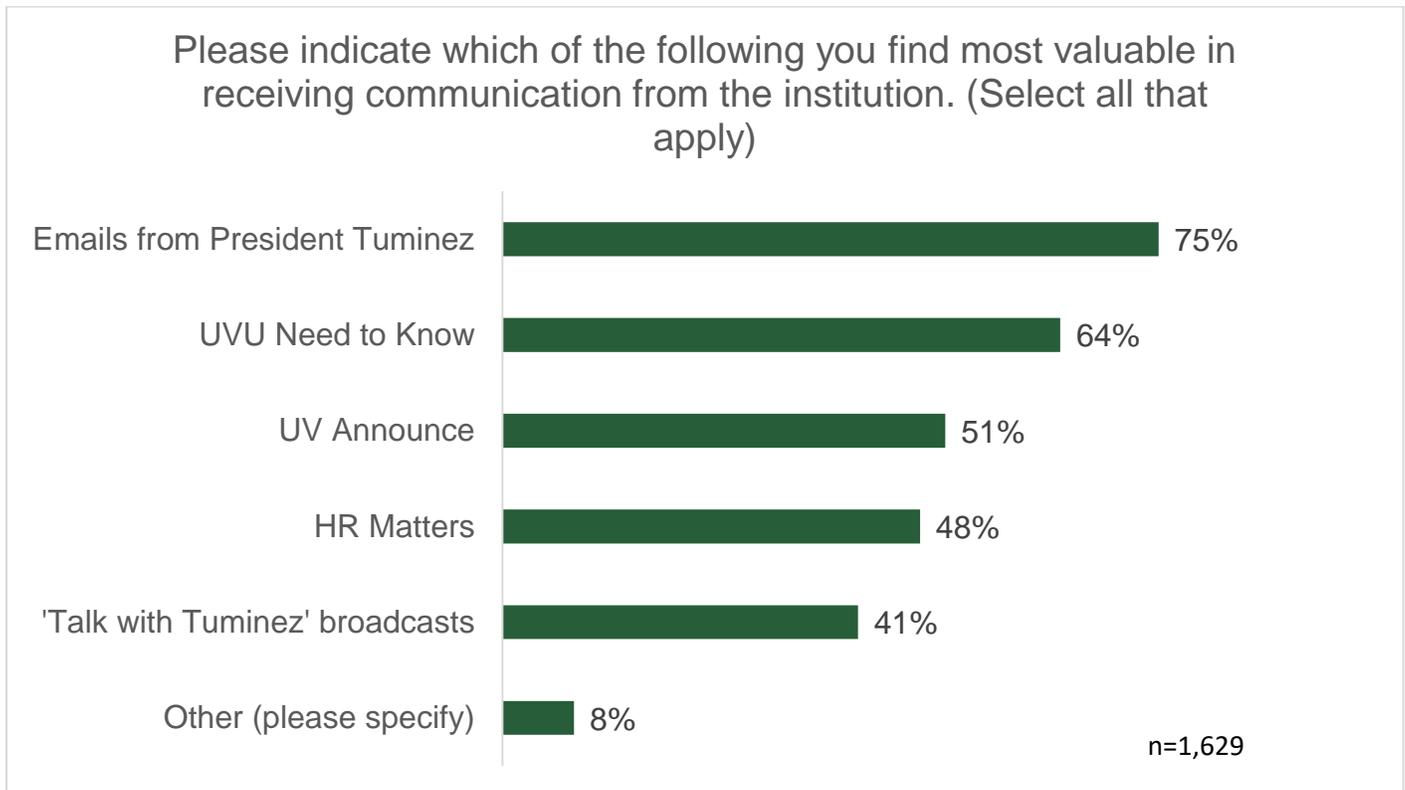


Figure 6

'Other' responses included the following: PACE emails, digital signs in the hallways, and 'none of the above'.

Q9.

In conclusion, what is one thing administration could do to improve your working experience at UVU? (Please share a few sentences) (n=1103)

*Note: Some individual responses listed more than one relevant topic, so the topic counts below will exceed the total response count for the survey. Additionally, all verbatim responses were immediately anonymized and later submitted to HR. No respondent names were connected in any way with the comments.*

Count	Topic
229	<b>Compensation and Benefits:</b> Notable requests for increased pay and increased benefits (especially time off and medical coverage)
185	<b>Employee Treatment:</b> They want to be shown respect, taken seriously, communicated with, and visited by leaders of UVU. They want to be rewarded for their performance and acknowledged for their efforts.
91	<b>PBA, Budgets, Funding, and Resources:</b> Some employees want increased resources for their needs, and others feel the current spending of UVU is wrong.
86	<b>“N/A” and Positive Comments:</b> The majority of this section were employees saying they had no feedback, but there were also several positive sentiments.
73	<b>Accountability and Transparency:</b> Employees want all members of UVU to be held accountable, and they want decisions and processes conducted in the upper levels of UVU to be more transparent.
72	<b>Workload Burdens and Work-Life Balance:</b> The respondents feel they are being asked to do more than is possible—especially by way of balancing research, teaching, and service responsibilities; they are stretched thin; they would like more work-life balance opportunities such as telecommuting.
67	<b>Adjunct Concerns:</b> Adjunct respondents are especially concerned about being acknowledged as valued employees, being able to transition into tenured faculty status, and being able to connect with each other and other faculty members.
66	<b>Leadership Issues:</b> There were several comments expressing concerns about particular leaders; there were also general comments requesting that leaders/supervisors receive training and spend less time in meetings.

62	<b>Training, Career, and Personal Development:</b> These comments regarded desiring more opportunities for training, professional, and personal development.
61	<b>Bureaucracy, Corporation, and Efficiency:</b> Some respondents feel UVU is becoming too bureaucratic and corporation-focused, efficiency is being lost in the red-tape.
54	<b>Safety, Harassment, HR, Title IX Problems:</b> A few comments regarded specific issues with HR; others expressed feeling unsafe to report issues without retaliation, and they don't feel that Title IX is functioning properly.
38	<b>Part-Time and Non-Exempt Requests:</b> The majority of these comments revolves around the desire for part-time employees to become full-time. There are also some comments regarding clocking in and wanting benefits or time off.
35	<b>Top-Heavy Institution and Shared Governance:</b> Respondents feel that the institution is too top-heavy with administration and would like to see more genuine efforts to cultivate shared governance.
35	<b>Breakdown Silos:</b> Employees want cross-training and cross-communication opportunities with other departments/employees to increase awareness of resources and connection.
23	<b>Faculty Concerns:</b> Some respondents feel betrayed by recent actions on the part of leadership, and other comments are more general to class size and workload.

20	<b>Diversity Requests:</b> There was a mixture of comments feeling that UVU needs to hire more diversity and others feeling that UVU is focusing too much on inclusion and diversity.
15	<b>RTP/Tenure Requests:</b> Employees want clarification on the tenure process; others want tenured faculty to be evaluated. Some want research to be less of a consideration in tenure.
10	<b>Parking Concerns:</b> General parking requests.
7	<b>SRI Comments:</b> Faculty want less weight to be given to SRIs in their evaluations.
6	<b>Staff Concerns:</b> Various staff-specific comments.
80	<b>Miscellaneous</b>

## Q9 (b) Representative Comments by Topic

### Compensation and Benefits

1. You really need to do a better job of taking care of your hard-working employees... There are a ton of us here on this campus that are drastically underpaid and under appreciated. We love UVU and truly care about the students and the vision of this institution but you make it really hard for us to support our families and stay here. I've worked here for over a decade and am still ridiculously underpaid. You make it very hard for us to not look for other jobs when we continuously get raise after raise turned down. Please reward and take care of your most valued employees and compensate us the way that we deserve. It is truly crucial that you give a number of us large increases immediately. Do the right thing and put that money to good use by rewarding your wonderful employees.
2. Work with the legislature to improve salaries. The low pay here has had a definite and profound impact on faculty searches to fill positions. There have been several instances in

past years in which we were not able to immediately hire our preferred candidates, because they dropped out after getting an idea of the low pay scale and high teaching loads.

3. Review the health care packages and other employee incentives and wages compared to area industry.
4. One of the best things would be to either increase salaries a little bit to be closer to the median industry standards, or to give benefits such as free full time employee use of some of the benefits that students receive such as the SLWC gym pass.

Something else would be to foster a better attitude about using our time off. Sometimes it seems like if we are trying to use our time off, work will just stack up and then we have to stress and worry about the work that needs completed while we are away from work. Then when we arrive back to work after our time off, the work has just piled up, even if there is someone else who can take care of parts of it.

5. I feel that more perks for part time employees could be implemented. For example some way of building some time off even if just a little. When campus is closed during holidays it'd be nice if we had some paid time off to use instead of working a lot of extra hours just before the break. And more help with part time employees who want to complete their education beyond just 1 class a semester. If part time employees could have a tuition waiver for between 6-9 credits every semester that could be amazing!
6. Higher pay would improve my working experience; I barely make enough to take care of my family. Feeling like I could afford a weekend away a couple times a year would be nice.
7. Health benefits need to improve- Emergency room visits shouldn't cost you thousands of dollars which for someone making only \$18,000 a year could push them into bankruptcy. The \$300.00 co-pay is more than enough to reduce frivolous visits to the ER...
8. Compensation is the key water cooler talk in most areas. The high deductibles of our health care is causing many people to leave UVU. It is placing great financial strains on our employees who are going backwards financially due to poor coverage. They receive a 2% increase in wages, yet if they use their healthcare, they pay \$750 deductible per individual in their family, they lose money. Most entry level employees could get paid better at Costco with better benefits. Another concern is that the life insurance policy that UVU offers all of its employees has not increased over the years. A \$50K policy does not have the same impact for a family that it did 20 years ago. There are many employees who cannot increase their life insurance policies due to health risks or illnesses. I was recently offered a potential job at the University of Utah and they were offering me a life insurance policy that would be 4 times the amount of my entry salary with no medical exam required. We really should do more to support the employees of UVU financially. There are many

who are underpaid for their positions, however UVU and HR have been slow and reluctant to retain some mid-level employees with comparative salary retention resources.

9. Compensation at UVU is still poor and low, relative to same jobs at other in-state institutions. Improving compensation as well as cost of living adjustments is critical.
  
10. A pay increase of at least 3 percent per year would go a long way to improving employee morale. That used to be the standard at UVU before 2009 ... 3% or more, plus bonuses ... EACH year.

## Employee Treatment

1. When decisions are being made. Include the employees in the area/department input on possible changes. Listen and take into consideration how the change or impact will effect the student and them. I know that not all decisions cannot be shared with area/departments, at the beginning. However, include at some point not just upper management in the consideration of the change. Transparency and respect would be nice. Think of the employees too and not just the business for UVU. Listen to your employees and value their input and not make them feel like they don't matter or they are just the grunt workers.
  
2. When a department decision is made, having the backing of higher-ups within the university is critical. That rarely happens. Asking for input FIRST and then weighing said input when making impactful division decisions. It seems the opposite actually happens. A division decision is made, and then feedback is asked for, which is then not taken into account. It's appears to simply be a way to check off a box that "input" was indeed asked for.
  
3. The administration could improve my working experience by helping it have direction, whether it's the President, VP, AVP, etc. please come down and take the time out of your schedules and share your vision or the vision of administration at a department level. Help us to understand, as X department this is what you can do, or come ask us, hey X department what should we be doing. I realize everyone is busy but it would literally make people fall out of the chairs if a VP or AVP started asking if they could attend a staff meeting for departments and sharing a vision or a success, or a failure and asking how we can all do better.
  
4. Remember that it takes us all in help keep UVU going, not just the directors. We may be the "little people" compared to them but we have great ideas too and should be treated kindly and with respect like they are as well. I have seen so many people be treated wrong in our department. Co-workers have even gone to HR to discuss it and nothing ever comes of it. We are hard workers and deserve to be treated as good as the next person.

5. Have President Tuminez actually visit with the people that oversee the various divisions, not just with the VPs or AVPs.

#### PBA, Budgets, Funding, and Resources

1. The administration needs to direct more resources toward support organizations that have not been able to keep up with the growth of the institution. Inadequate support translates into overworked staff and delays in securing important services in a timely manner. Similarly, there should be less attention and marketing resources spent toward enhancing enrollment when demographic realities are already enhancing growth beyond our ability to keep pace.
2. Recognize that some areas need more help. Doing more with less has been taking a toll and more staff is needed in the quiet and smaller areas of campus, which are supporting and protecting the school.
3. Please support staff who are in the trenches and listen to their concerns about processes that need to be improved to help us do our job. This school is growing but we are still trying to function with the same number of people we had 15k students ago. "Do more with less" has been a complete morale destroyer on this campus. In order to keep employees happy, a true merit system is definitely nice, but more so, having the resources to support the size of our school is imperative.
4. Paying guest speakers tens of thousands of dollars is a waste of resources. The over \$110,000 dollars spent on two speakers for The Week of Dreams was exorbitant. Instead, that money could have gone toward permanent equipment and resources for student learning or scholarships for the many students who financially struggle to attend UVU. UVU seems to be more about self-aggrandizement and less about an institution that is here to serve the community and its members.
5. Balance my workload so it's appropriate for how I'm being compensated. Provide more faculty and support staff to share my load. Provide more funding for scholarships for my students.

#### "N/A" and Positive Comments

1. You know, I've been thinking about this for a few minutes now, and I can't think of anything! I am very happy here. I have access to good restaurants, great benefits, and I enjoy the

people I work with. I enjoy what I do, and I feel that I am helping the students and my department succeed.

2. Since I started working here at UVU, I have witnessed a major surge in growth within my own workplace. My new supervisor has great ideas and is trying to do what he feels is going to be the best for all involved, students as well as staff. I am pretty happy with the way things are going at this time. With my supervisor is working hard for me, I feel that my concerns are now addressed with better understanding.
3. I'm quite satisfied with my working experience. I can't think of anything to suggest.
4. I love working at UVU! I enjoy what the administration is doing to improve my working experience. I do not have any complaints about the administration at UVU. I know they are striving for better student and leadership collaboration and communication. I think that Pres. Tuminez's enthusiasm is contagious and making a difference at UVU. I hope to officially meet her someday. She has become a woman of strength and leadership for me. She is an exemplary woman in leadership and education.
5. I am currently very satisfied with my working experience at UVU.

#### Accountability and Transparency

1. There needs to be a process whereby tenured professors are held accountable for continuing to be innovative and a disciplinary process for those tenured professors who are just riding out their time on a tenured track. For those of us not tenured and in non-tenured tracks, we are constantly fighting for our jobs and to see some tenured faculty that do very little and are "safe", is very frustrating. Professors need to be held accountable for what they do and don't contribute to the university, their department, and their classrooms.
2. There is minimal accountability among administrators, tenured faculty, and staff who have been working here for more than five years. It is as though UVU is so afraid of lawsuits that they do not hold employees accountable for failures or a blatant disregard for their responsibilities. If an administrator or department chair does not respond to emails and avoids coming to campus and continually cancels scheduled meetings, or disregards HR policies and procedures, there is no retribution for not doing their job, so there is no desire to remedy poor behaviors, and ultimately students suffer from poor leadership.
3. The university claims that it is inclusive and transparent in its decision making. I often see evidence to the contrary. Decisions that impact colleges, departments, and students continue to be made behind closed doors among a very small group of people. Decisions with major impacts continue to be made WITHOUT DATA or even clearly articulated rationale.

4. Improve communication from executive leadership all the way down. Processes need to be truly transparent.
5. Actually return to open policy discussions and stop the under the table bargaining. Decisions that will impact groups need to be discussed with all of the people impacted from the lowest paid to highest paid employees.

### Workload Burdens and Work-Life Balance

1. While the vision is an engaged campus, there are many of us who have to take on more teaching and service responsibilities to allow our colleagues to have the release time needed to engage in student-driven research. In addition to being penalized by not being able to do such research work as easily ourselves, we are simultaneously being penalized by not having such opportunities to fulfill our own career goals with the resulting adverse consequences to our opportunities for further advancement at UVU. It is a source of great frustration that teaching and service are discounted so much relative to the push for scholarship. This situation should be looked at more critically before faculty become less willing to help their colleagues to advance if it continues to mean that their own career paths suffer as a result.
2. We need more people to manage the demands that are set on us. I've sacrificed as much of my personal time, energy, and resources as I can. We used to have slow times that allowed for some recovery. Now we're operating beyond a reasonable expectation nonstop.
3. Reduce semester teaching load so I can give individual students more attention and better prepare.
4. Although I love to put my heart and soul into my work (it is truly is my passion), I sometimes feel that giving 200% is an expectation of my job. Continually doing more for less is such a part of the UVU mindset, I feel that we are sometimes expected to work more than might be healthy (there are always new classes to develop, students to mentor, committees to chair, programs to coordinate, and initiatives to implement, in addition to the steady flow of emails, reports, classes to teach, papers to grade, etc, etc). While I am extremely invested in the UVU vision and I seek to make UVU an even better place, I would like to know that I can also, at times, just do my job, rather than a super-hero job (as to avoid the perils of potential burn-out). I think that burn-out is a major issue at UVU, but one that no one really wants to talk about (because it goes so much against the UVU culture).
5. Flexible works hours/telecommute options to be able to have better work/life balance.

## Adjunct Concerns

1. You know as an adjunct I would just like to feel more a part of the University. I do not have a strong heart for UVU. But I love my students. Does that make sense?

I am one of 100 adjuncts in my department and am acquainted some faculty and a few adjuncts. How can adjuncts feel like they contribute more to the University, know their work is noticed/appreciated, and learn from each other? (I have been to some trainings, and know adjuncts who share the faculty lounge in the library and the CB building.)

I know you asked for one thing. A second is that I feel for the amount of time I spend in preparation (putting together a class), grading (writing and content), admin (student communication, announcements) and general support to students I/we are not compensated fairly for our time. I averaged out my hours once for a couple weeks with my adjunct pay, and think my wages were equivalent to a "McDonald's employee."

I know some people have full-time jobs. I know one retired person who donates his money received for pay back to the university as a gift. (I do not fit into either category.)

Please know that I am super grateful to teach (for example, am very energized by students taking over the classroom at the end of the semester with their presentations), am a big cheerleader of all students and their varied abilities and backgrounds. And yet. . .I wonder if UVU is equally excited about who the many adjuncts are on campus, what we have to offer, our varied backgrounds and abilities. And although we don't get a grade so to speak as compensation for our efforts, I would suggest higher pay.

One thing to improve my working experience at UVU? Higher pay so my efforts in time and heart (my responsibilities and my background) are recognized. Then maybe I can work just one job or maybe two instead of three. :)

Thanks to whomever reviews our comments and this survey.

2. Reward the adjuncts--stop treating us like "servants" who get the castoff classes and start giving us opportunities to serve more, make more, and be heard more.
3. Provide opportunities to move to full-time employment for adjunct faculty.
4. Provide an office space for adjuncts, even if it is a shared space. Provide funds for demonstrations prior to each semester. Allow adjuncts to teach more than one class per semester. Consider adjunct instructors who have been teaching with UVU for years when a new tenured position becomes available.

5. It is quite frustrating to be expected to hold office hours on my own time, without being provided any private space to meet with students. Based on the hourly teaching rate for adjunct faculty, I have donated time valued by UVU at over \$2000 this spring semester, and have also been responsible for finding random empty classrooms to meet with students. For whatever is said about it not being required for adjuncts to hold office hours and/or meet students outside of class, the fact remains that choosing not to will negatively impact our SRIs, and thus potential for future employment.

## Leadership Issues

1. Put an anonymous review of managers and directors in place. How do you know they are doing a good job without one? If you don't feel like it is necessary, why is it necessary for faculty and staff? Why is it that you need a performance review, SRI, etc. to determine if faculty and staff are doing well, but you can do without that for managers and above?
2. Making sure that management meets the minimum criteria for their position when they are hired. We have a couple of people in our department that are not qualified to be in their positions and it hurts our department. Our department is also ignored and no one ever knows what is happening. I'd like to see an audit of management to ensure they are qualified to be in their positions. Being able to talk to HR without fear of repercussion AND knowing that once they do have information that something will be done about it.
3. I want to have more confidence in my supervisors (dept. chair and deans). There is little accountability for any of these roles. I would also like more access to President Tuminez. She is like some untouchable goddess who does not deign to speak with underlings. I don't think she needs to grant unlimited access to faculty but right now, she is 100% inaccessible. This is demoralizing.
4. I think there are many positions where a person is put into a position, such as a department chair, or a dean, where they have many great qualifications but are still lacking several key skill sets such as conflict management, project management, or change management (they often have the knowledge and understand university politics, but lack some of the "business" skills). I think that it would be in UVU's best interest to create a training program for people entering these critical positions to help round out some of these necessary skills to truly be successful in this type of leadership role.
5. Administrators at every level could schedule fewer meetings and actually be around to help the students and staff they are supposed to be serving.

## Training, Career, and Personal Development

1. Provide some sort of "New adjunct" training. I'm finishing my first semester. I've had to learn everything on my own, mostly by making mistakes. I'm fortunate that I'm teaching upper division courses with intelligent students to help me through it.
2. Make job-specific training a priority at UVU, which includes policy review and the expectations for that position.
3. I would like to see lecturers have a professionalization pathway that provides levels and pay raises. I would also like to see long-serving adjunct faculty have a way to move into full-time employment. This would acknowledge the long-serving nature of these teachers and provide more incentive for them to stay at UVU.
4. I believe staff needs more opportunity for professional development. There are many more lower and mid-level staff members than administrators, yet the majority of professional development is geared toward management. By investing in the professional development of ALL UVU staff, we have the ability to create a more confident workforce.
5. Allow my position to be able to advance. I am at the same level as I started although my skills and workload has increased substantially. I would like my level and pay scale to reflect what I have accomplished over the last 12 years.

## Bureaucracy, Corporation, and Efficiency

1. Understand that every office and every newly appointed leader has an agenda and objectives. This very often translates into faculty being required to redo administratively driven tasks over and over without adequate reason to do so. No actual company could ever allow this type of meaningless activity to go on, since doing so would put them out of business. Processes like outcomes assessment, calendaring, faculty assessments, etc. change all the time and have to be redone. It becomes difficult to get meaningful work done when administration requires faculty to engage in redundant activities with questionable or meaningless outcomes. I would be happy to discuss this with administration if anyone is interested.
2. Thin out the bureaucratic process (purchasing, travel, curriculum and several others. It is difficult to try and initiate change or incorporate new ideas when these processes are so layered. I now see why faculty just go along with the flow because their efforts require more time than they have. The processes are driving the system, rather than UVU driving the process.
3. The compensation and hiring process is a mess. To get a significant raise is impossible. The hiring process (even for part-time or student employees) takes too long, has too many

steps, and needs to be overhauled. I need help from HR to setup training manuals and a campus-standard handbook for employees.

4. Streamline departments, processes, employees. Make the necessary changes to cut dead weight. Individuals and departments that consistently do not meet expectations of competency and productivity, or that do not contribute to the mission of UVU need to be removed.
5. As we grow it is vital to avoid bureaucracy. I have found that simple tasks that help me to be a more effective adjunct are now so laden with bureaucracy that it just won't be worth it to someone that is not really committed to drudging through the process and ultimately the students suffer because someone has added too much process and procedure.

#### Safety, Harassment, HR, Title IX Problems

1. While I agree that accusations of any nature (whether it be harassment, neglect, or poor performance), should be taken seriously. I fear that not enough emphasis is being placed on determining the credibility and/or actual severity of accusations, before a knee-jerk reaction or consequence is put into place. Quite often I have seen that those who have been pointing the finger at others are in fact equally guilty of the same and their purpose appears to be only to distract or manipulate. This has been especially evident in cases where it has been proven that the accused action could not have occurred, yet no further action is taken (including any action to repair the already damaged reputation of the falsely accused individual). So the one thing would be to effectively uncover the truth, before passing judgement or taking any disciplinary action.
2. There is a strong disconnect between managers, AVPs and actual employees. Employee's concerns get filtered through managers and therefore AVPs either don't know a problem exists or they are so removed from the employees, they don't know how to fix the problem. The Sexual Abuse and Harassment Training is effective, however, UVU HR/Title IX lack the knowledge and training to effectively address issues sufficiently. Therefore, employees do not have confidence in the process and choose to remain silent. Looking forward, the newly implemented mandatory manager training is a great idea and hopefully it will make a difference over time.
3. Put an anonymous review of managers and directors in place. How do you know they are doing a good job without one? If you don't feel like it is necessary, why is it necessary for faculty and staff? Why is it that you need a performance review, SRI, etc. to determine if faculty and staff are doing well, but you can do without that for managers and above?
4. More professionalism in HR department. I feel like issues such as job reclassifications, jobs postings, pay issues and other such items are often buried or lost in a shuffle. I have a low-level of confidence in submitting items for their attention. More importantly, in areas of sexual harassment & work place safety, at least in the areas I've reported in the past, the

level of follow-up, communication, and professionalism in handling them is sub-standard. UVU HR seems to be inexperienced in these areas or seems more concerned about protecting UVU from liability than protecting employees. In required trainings, UVU claims to take those issues very seriously. From my perspective, in practice they do not. Also, the level of transparency in issues that have reached the media is lacking. While I understand the need for confidentiality in certain situations, more transparency and communication with employees in how the university resolves those situations would improve employee confidence.

5. Equal employment opportunity is a big problem at UVU. The usual practice at my college is to first decide to hire a friend, relative and previous co-worker and then create a position for them. The most qualified candidate is almost always disqualified by the dean either directly or by creating an artificial obstacle. Other opportunities are not offered to all faculty, they are given to favorites secretly. Most qualified faculty are bypassed for those opportunities and the least qualified ones are given them. Transparency and equality should be emphasized as the most important goals of the institution, and violators should face serious consequences.

### Part-Time and Non-Exempt Requests

1. This somewhat applies to my situation, but I feel like several departments here at UVU are negatively affected by only being allowed to hire part-time employees. This causes a lot of turnover in many departments. Having part time employees is beneficial to both the university and the employee especially if they are trying to gain more work experience to qualify for more prestigious positions in the future. However, people in the part time positions don't stay long, because they are ever seeking for a better full time position. For example I have almost been here a year and even though I absolutely love my office, I am seeking a full time position to be able to work more hours and receive benefits. Because of other people like me, there's a lot of turnover in offices, and it doesn't allow for consistent information and requires several instances of training.
2. Remove the time clock for Administrative Assistants. Administrative Assistants punching a time clock is beyond insulting. When you work for years as a trusted employee and then the institution hides behind a law (even when other institutions make no such change) to put in place a system they wanted to install years ago and in fact told AA's about but could not get through - you see where you fall in the value department. Even though that portion of the law was suspended they quickly moved to make it a part of their policy. If you want to do that to those hired after the law okay (still wrong) but to take people who have given years of service and do that is a true statement of what those in charge really think and who matters - it isn't AA's. If it is truly to monitor everyone working 40 hours (again beyond insulting) why don't exempt staff do the same? If you want to know where there is a problem of 40 hours a week you might want to check that area. But you won't and we know it. So why do you ask I wonder - just to see if we are still insulted? I was told by HR that we would "get over it" - nice.
3. I wish I could be hired full-time with continuing status.

4. I feel that more perks for part time employees could be implemented. For example some way of building some time off even if just a little. When campus is closed during holidays it'd be nice if we had some paid time off to use instead of working a lot of extra hours just before the break. And more help with part time employees who want to complete their education beyond just 1 class a semester. If part time employees could have a tuition waiver for between 6-9 credits every semester that could be amazing!
5. Help student employees feel like they're more important. They already don't get benefits and their hours are limited. They get emails for special tickets or offers to an event for UVU employees then get told they don't qualify to get them since they're just a student employee. Having been a student employee at one point that always felt insulting. Especially when those things would get dangled in front of you just to find out you don't even get to participate.

### Top-Heavy Institution and Shared Governance

1. UVU is far too top-heavy. Administrators and their positions simply seem to proliferate all the time. There just needs to be less administration and more faculty. Where there are multiple administrators working on any project, they need to realize they are often not the content experts. The faculty are. Also, where there are multiple administrators working, they need to get their messaging straight. I have yet to work on an project with administration where it didn't come down to one person telling me one thing, and another person saying something else. Too much administrative overreach. And the problem is that many administrators believe there is no such thing.
2. Trim down the administration -- there are too many VPs, too many middle management types, many of whom have no academic experience or have spent little in the classroom. I fear UVU is trying to do too much and, as a result, is too thinly spread. The campus should be faculty driven, it has become administration top heavy.
3. Increase shared governance by allowing more input from faculty and encourage bottom up ideas rather than top down.

For example, we suggested an alternative transcript of soft skills, career skills, and other things that could be tracked based on assignment completion. This would allow individuals to show their career based skills to employers.

4. Honor and show true respect for the concept of shared governance. Let faculty be an asset to this institution, instead of adopting punitive policies that attempt to punish the minority of faculty that might take advantage of the system. SHOW respect for the faculty and trust that they're willing to go above and beyond...because they do. My colleagues are some of the hardest working individuals I've ever met. To constantly hear policies brought forth that either add to their workload or assume they're attempting to take advantage of the institution is demoralizing. There needs to be a truly serious reexamining of the relationship

between administration and the faculty and I hope it can land at a spot where there is mutual trust and respect.

5. A more genuine commitment and concerted effort towards shared-governance. Faculty should be included in decisions regarding the university. Also, better communication about campus events (particularly academic events). Often, notice about events, deadlines, opportunities for fellowships or funding are announced at too short notice to participate.

## Breakdown Silos

1. More cross training between departments. Especially when the two ought to be working together and sharing resources.
2. It feels like UVU against UVU at UVU every day. It's exhausting to know I have to come to work ready for a fight - I feel physically unwell from the stress. The great divide between "academic affairs" and "student affairs" is ripping the institution apart from the inside. I have great hopes for a new provost who I hope will be willing to make hard decisions and stick to them and not publicly disgrace staff or offices.

We need to address civility and respect.

3. I'd greatly appreciate a greater flow of information and a greater fostering of collaboration.
4. Have different departments collaborate in the different projects they plan. This creates a more unified workforce that the students can see and are able to build connections through that they may not have without the collaboration.
5. Allow us to meet with other adjuncts to discuss strategies. OTL does not allow us to work together. The trainings need to be more organic.

## Faculty Concerns

1. When we were changing the mission statement, I felt like the faculty were not clearly informed about the change. When similar changes happen in the future, I think it is important that those changes are more clearly described to the faculty and that faculty have more opportunities of giving their feedback.
2. Reduce teaching load to allow more opportunities and time for professional development
3. Make changes to faculty workload calculations so that 1. We receive more load credit when working with independent researchers, a high engagement practice that is much more work than load provided and 2. We receive overload pay when we are over 15 credits that include the 3 ACHE credits we receive for working with undergraduate researchers. (For

example we are only required to teach 12 credits when we mentor researchers (12 + 3 ACHE = 15), but if we teach 13 credits and have 3 credits reassigned time (11+3 ACHE + 3 reassigned time = 17) we do not get paid over the 15 credits, that is calculated 14. Both of these dis- incentivize a known high impact practice that our students have a strong desire to do.

4. Control Class Size!!!!!!!!!!!! Taking a highly engaged teacher and expecting them to give attention to 120-200 students is asking the impossible. I've never met a tenured faculty member who is not engaged with their students since coming to UVU over 14 years ago. But in the last 4 years I've met many faculty members who are just getting burned out from the huge class sizes.
5. Acknowledge that all teaching modes are valuable on campus. Give equal attention and budget to develop face to face, hybrid accelerated, live interactive, and online programs. Encourage cooperation between departments i.e. recognize the strengths each department has and allow them to actively do what they are designed to do. Stop undermining a department for personal gain or recognition.

#### Diversity Requests

1. Stronger appreciation of diversity. The lack of diversity in UVU employees is extremely discouraging.
2. More female and racially and culturally diverse leadership.
3. From my point of view, we are pushing inclusion so much that we are forgetting who we are as individuals. People are afraid to express themselves in a honest and respectful manner, by pretending with a smile that all is well in our institution. Since we have to be so inclusive, we are excluding ourselves in order to include all the philosophies and reasoning with what we are continually bombarded. What about, just being ourselves, having respect and care for our neighbor. Why we don't do away with clubs and privileges for certain groups and give everyone the same rights and advantages. The right to study hard, to work for what you want. The advantage to be recognize for what you do and who you are, specially being define by your name instead of by political, social or group preferences. There is so much to do and live that it is regretful to see how obsessed we are categorizing groups and claiming the rights of some and the duties of others. Why don't we have the same rights and duties for everyone? Hope this helps!!!
4. Focus on real problems at UVU and not just buzzwords (e.g., inclusion, this has never been a problem on this campus yet we are throwing money that could make real change at a problem that does not exist. We make employees that have always been inclusive feel as if they have been doing something wrong. It is everywhere you turn on campus and employees are always being asked or told about it. I understand having an inclusion officer, but we have three executives that seem to focus only on inclusion. UVU is so over the top

with the inclusion initiative our version of inclusion that really does not include everyone that the community I live in feels UVU is more exclusion than inclusion.)

5. Address the undercurrent (riptide) of both victimization by liberal against conservative and by conservative against liberal and establish a cultural of Mission-focused unity, healed from existing grudges

#### RTP/Tenure Requests

1. focus on teaching and not on research for tenure
2. There needs to be a process whereby tenured professors are held accountable for continuing to be innovative and a disciplinary process for those tenured professors who are just riding out their time on a tenured track. For those of us not tenured and in non-tenured tracks, we are constantly fighting for our jobs and to see some tenured faculty that do very little and are "safe", is very frustrating. Professors need to be held accountable for what they do and don't contribute to the university, their department, and their classrooms.
3. Revise criteria for tenure and promotion in light of the fact that we are primarily a teaching institution, not a research institution.
4. My biggest concern is the abuse of the tenure process by the administration when it comes to terminating tenure track faculty who have committed fireable offenses. Tenure decisions should be solely based on tenure policy which states that the only materials in the tenure portfolio can be used to recommend or not to recommend tenure. Denying tenure should never, ever be used to terminate faculty who have violated employment policy. If a faculty member has violated employment policy then HR should handle terminating employment. Using the tenure process to do so creates an environment of fear and mistrust of the administration. It is completely disrespectful of faculty time, talent, and resources.
5. Have more respect for the value of research to excellence in university teaching.

#### Parking Concerns

1. The reasons behind limiting Employee Parking for part-time employees (not classified as student employees) based on the number of credits they're taking needs to be better explained. This will be frustrating for me in the upcoming semesters, considering the times I need to visit the Auxiliary Services building.
2. Parking at UVU is a JOKE! It makes getting to work impossible! Parking lots do not help, we need more structures, at a REASONABLE price! Listen and include students and staff on parking decisions!

3. More attention to the need for and support of WORK/LIFE BALANCE. Also, please stop ticketing students and employees who have parking passes but their cars aren't designed to have a front license plate, and they have parked in a 'pull-through' spot. That's not cool.
4. It could be a bit more convenient to take classes. The classes I need aren't all offered when I need them. Parking is a bigger issue. There seems to be enough employee parking now, but I find it unreasonable to have my employee parking permit taken from me if I take a certain number of class credits. I need the convenience of employee parking when I am taking classes. The train and/or bus to and from Orem station takes too much time. I have a family and my schedule is not very flexible. I do appreciate the value UVU places on education for its employees, but this parking issue is one that has been quite unreasonable for me.
5. Get more parking for both employees and students

### SRI Comments

1. Use something other than our current SRIs which are not accountable, rarely provide valuable feedback, are equivalent as an anonymous bullying platform for some students and allow for sexist comments.
2. SRI's - it is very valuable to receive feedback from the students. However, they are only one sided. Some students use them as retaliation to the Professor.
3. Place less emphasis on the subjective SRIs. There must be a more effective way to analyze the teaching prowess of a faculty. Teachers live in fear of this review, dulling the edge of more potent teaching.
4. Adjust the focus away from the SRI for teaching effectiveness. It is not a good measure. Note: I say this even though I get VERY good SRI evaluations.
5. Address and resolve problems with SRIs.

### Staff Concerns

1. They need to make the staff feel as important as the faculty. Over the last 7 years I have watched the larger percentage of the salary monies go to faculty vs. staff. While faculty is essential so are the staff, and you need to pay the staff well in order to keep qualified people maintaining the key components of the campus.
2. Temper the almost limitless power of faculty self-governance. Improve protections for staff career employees.

3. One thing administration could do to help improve my working experience at UVU is to create better systems for project management and communication. From what I've gathered, UVU employees (staff) are often frustrated that they are not part of decision making processes. Ideas or changes are often implemented without staff's opinions which has caused heavier workloads and the perception of apathy for employees who are, "not higher up on the ladder."
  
4. How about a raise? How about honesty about the timeclock and making staff hourly employees. Does inclusion and diversity include people that belong to the Church of Jesus Christ of Latter-day Saints or for just LGBTQ people? Because where I sit, inclusion only means LGBTQ, this needs to change!! I wonder how higher up committees are formed. Is there anyone from Staff on these committees? - Because I don't think anyone with any common sense has been involved in these committees. Staff needs more of a voice. We are getting crapped on - Pace is not enough. Is anyone looking to see that faculty NEVER EVER turn in sick time!!! What the [expletive] does the administration think staff do during Spring/Fall break while no one is here? We watch Netflix, read, and do crafts. Won't the University save a bunch of money on utilities if we just closed the campus? Oh wait we can't throw the staff a bone and make them happy. If they are unhappy they will leave, then we won't have to give them their cost of living increase, because a raise is not a word that is used at UVU. I have been here for 23 years and I am making \$300 more than someone that started 6 months ago. Does that seem right? If I do a great job or just an average job I still get the same cost of living increase. What is the incentive to do great job. Getting a raise is unheard of. Maybe performance evaluations should mean something. You may think that we are just stupid staff, but we make you look good. You should listen to us more. I would love to share my ideas, but I am just a stupid full-time hourly staff employee with a WHOLE lot of common sense. Call me, I will be on your committee and I will give you honest feedback from the front line.
  
5. Help staff to feel needed by the department (profs)

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