Academic Professionals/Civil Service Quality of Life Survey

This survey was undertaken at the request of the Campus Planning and Budget Committee (CPBC) to aid in their Senate-mandated task of making recommendations for future fiscal year budgets. The survey was designed, administered, compiled, and analyzed by the CPBC’s Academic Subcommittee (Keith Burton, Mollie Freier, Deb Koua, and Chris Mooney), with the invaluable assistance of Richard Schuldt in the Survey Research Office.

Two groups of employees were the focus of this survey: Academic Professionals and Civil Service employees. While the overall patterns of results were comparable across these two groups, they are presented separately in this report to provide the clearest possible descriptions of the opinions and concerns of both groups.

Methodology: This survey was conducted between September 27 and October 15, 2005, and was administered via both traditional paper and web-based formats. A total of 248 respondents completed the survey, including 96 who identified themselves as Academic Professionals (APs: 60% response rate), 142 who identified themselves as Civil Service (CS: 50% response rate) employees, and 10 employees who did not identify their classification. Because the AP and CS versions of the questionnaire were slightly different, it is extremely likely that these latter 10 were divided equally between 5 AP respondents and 5 CS respondents. The total returns are thus from 101 academic professionals (63% response rate) and 147 civil service employees (52% response rate).

A total of 84 respondents (34%) were based in Academic Affairs, 45 (18%) were based in Student Affairs, 37 (15%) were based in Business and Administrative Affairs, 11 (4%) were based in the Chancellor’s Office/Alumni Office/Development Office, 45 (18%) indicated they were based in an unlisted unit (“Other”), nine (4%) were unsure of their home unit, and 17 (7%) failed to indicate their home unit. The distributions for AP and CS respondents do not differ substantially, with the largest differences being: the greater proportion of CS respondents who were in Business and Administrative Affairs (20% vs. 8% for APs); and the somewhat greater proportions of APs who were in Student Affairs (22% vs. 16% for CS) and in the Chancellor’s / Alumni / Development offices (8% vs. 2% for CS respondents).

Just over one-third (86, or 35%) of the respondents reported being employed at UIS for more than 10 years, nearly three in ten (72, or 29%) reported being employed at UIS for 5 to 10 years, and nearly one-third (79, or 32%) reported being employed at UIS for less than 5 years, with 11 respondents (4%) not indicating the length of their employment. A greater proportion of CS than AP respondents reported being employed at UIS for greater than 10 years (40% vs. 28%) while a greater proportion of AP than CS respondents reported employment of less than 5 years (37% vs. 29%). The proportion reporting employment of 5 to 10 years is quite similar (28% for CS; 31% for AP).

Two-thirds (67%) of the respondents are female, while 27 percent are male, and 6 percent did not indicate their gender. This distribution does not differ much at all between AP and CS respondents.
**Academic Professionals**

**Opinions about UIS Reputation**

*A substantial majority of AP respondents believe UIS has a good reputation in the Springfield community and even more so among UIS students.*

*Specific question results:*

About 60 percent of AP respondents believe UIS has a good or very good *reputation in the Springfield community* while about one-tenth (11%) believe its reputation is poor or very poor. (98% gave a rating to the question.)

Over 70 percent (72%) of AP respondents believe UIS has a good or very good *reputation among students* while less than 10 percent (9%) believe this reputation is poor or very poor. (86% gave a rating to the question.)

**Opinions about Administrative Leadership, Responsiveness and Decision-Making**

*About seven of ten AP respondents believe the quality of administrative leadership in their unit is good. More concerns were expressed about campus-level administrative leadership and of aspects of administration and decision making in general. While a plurality of 45 percent believe the quality of campus administrative leadership is good, a substantial minority of about 30 percent believe it is poor. A plurality of about four in ten are neutral in their opinion about inclusion of staff in the UIS decision making process, and a plurality of 45 percent believe the responsiveness of UIS administrators to staff concerns is poor.*

*Specific question results:*

Over 70 percent (73%) of AP respondents believe *the quality of administrative leadership in their unit* is either good or very good (with 44% saying “very good”), while about one in six (16%) believe it is either poor or very poor. (94% gave a rating to the question.)

Nearly 45 percent of AP respondents believe *the quality of campus administrative leadership* is either good or very good while about 30 percent (31%) believe it is either poor or very poor. (93% gave a rating to this question.)

About 37 percent of AP respondents believe *inclusion of staff in the UIS decision making process* is either good or very good while 22 percent believe it is either poor or very poor. A plurality (41%) of AP respondents expressed a neutral opinion. (90% gave a rating to this question.)

About 45 percent of AP respondents believe *responsiveness of UIS administrators to staff concerns* is either poor or very poor, somewhat more than the 36 percent who believe this responsiveness is either good or very good. (86% gave a rating to this question.)
Opinions about Cooperation and Respect and Staff Morale

Majorities of about six in ten AP respondents believe the level of cooperation and respect at UIS and in their unit is good. Half believe staff morale in their unit is good, and a plurality of 40 percent believes staff morale at UIS is good.

Specific question results:

Over six in ten (63%) AP respondents believe that the level of cooperation and respect at UIS is either good or very good, while less than one in five (18%) believe it is either poor or very poor. (92% gave a rating to this question.)

A majority (56%) of AP respondents believe that the level of cooperation and respect in their unit is either good or very good, compared to about one in five (21%) who believe it is either poor or very poor. (86% gave a rating to this question.)

One half of the AP respondents believe staff morale in their unit is either good or very good, while 28 percent believe it is either poor or very poor. It should be noted that far fewer respondents gave a rating to this question than was typical of the overall survey (67%).

About 40 percent of the AP respondents (41%) believe staff morale at UIS is either good or very good, while nearly 30 percent (29%) believe it is either poor or very poor. About 30 percent also gave a neutral rating. (79% gave a rating to this question.)

Satisfaction with the UIS Work Environment

Over six in ten AP respondents were satisfied with the physical space in which they work, while three-quarters were satisfied with their access to equipment. Nearly eight in ten respondents were satisfied with the level of intellectual challenge their positions offer them. Six in ten respondents were satisfied with the diversity of employees at UIS.

Specific question results:

Over six in ten AP respondents (63.5%) reported feeling satisfied or very satisfied with the physical space in which they work, while just over one in five respondents (21%) were somewhat unsatisfied or not satisfied with their physical work environment. (95% gave a rating to this question.)

About 77 percent (77%) of AP respondents were satisfied or very satisfied with their access to equipment needed to do their work, while about ten percent were somewhat dissatisfied or not satisfied. (95% gave a rating to this question.)

Approximately 78 percent of AP respondents reported feeling satisfied or very satisfied with the level of intellectual challenge in their work, while about 10 percent reported feeling somewhat dissatisfied or not satisfied with that level of challenge. (95% gave a rating to this question.)
Six in ten AP respondents (61%) were satisfied or very satisfied with the *diversity of employees* at UIS, while nearly one in six (15%) were somewhat dissatisfied or not satisfied with the current level of diversity. (91% gave a rating to this question.)

**Opinions on Career Development and Advancement at UIS**

Large majorities of AP respondents felt that they had ample opportunities to develop their work-related skills and knowledge at UIS, and were able to take advantage of the various training opportunities made available on campus. Nearly two-thirds of respondents felt that they were able to pursue professional development opportunities hosted by entities outside of UIS. However, there was substantially greater variability in the sentiments expressed regarding the opportunities available at UIS for career advancement. A plurality of just under one-half of respondents agreed that this was possible, while nearly four in ten disagreed.

*Specific question results:*

Eight in ten (80%) AP respondents either agreed or strongly agreed with the statement that they have been *given opportunities to broaden their skills or to develop their work-relevant knowledge base*. Less then one in ten disagreed with this statement (8%). (95% gave a rating to this question.)

Just over seven in ten (71%) AP respondents agreed or strongly agreed with a statement indicating they were *able to take advantage of training sessions available on campus*. About one in seven (13%) disagreed or strongly disagreed. (93% gave a rating to this question.)

Nearly two-thirds (64.5%) of respondents agreed or strongly agreed with a statement indicating that they were *able to pursue professional development opportunities off campus*. Just under one fifth (18%) of respondents disagreed or strongly disagreed with this statement. (92% gave a rating to this question.)

A plurality of 46 percent agreed or strongly agreed with a statement indicating that they *have opportunities to advance in their careers on campus*. However, 39 percent of respondents disagreed, including 24 percent of respondents strongly disagreeing with that statement. (92% gave a rating to this question.)

**Opinions on Respect and Autonomy in the UIS Workplace**

The vast majority of AP respondents report feeling respected in their immediate work environment and feel they are treated as being capable of making their own decisions about important work-related activities. Large majorities of at least eight in ten respondents felt that their opinions were valued by their supervisors and coworkers. At least three-quarters of respondents agreed that they had the ability to structure their own work priorities with some degree of autonomy, and were similarly able to determine their work schedules.
Specific question results:

Nearly eight in ten (79%) AP respondents agreed or strongly agreed with a statement indicating that their opinions were valued by their supervisors. About one in ten (10.5%) respondents disagreed or strongly disagreed with this characterization of their supervisors’ valuation of their opinions. (94% gave a rating to this question.)

Over nine in ten respondents (94%) agreed or strongly agreed with a statement indicating that their opinions were valued by coworkers. Just 3 percent of respondents disagreed with that statement, and no one strongly disagreed with that statement. (94% gave a rating to this question.)

Over eight in ten (83%) respondents agreed or strongly agreed with a statement indicating that they felt able to set their own work priorities, while just under one in ten (9%) respondents disagreed or strongly disagreed with this sentiment. (95% gave a rating to this question.)

About eight in ten (80%) AP respondents agreed or strongly agreed with a statement indicating that they had the ability to determine their work schedules. However, one in six (16%) respondents felt that they did not have this ability. (93% gave a rating to this question.)

Opinions on Workplace Recognition at UIS

Most AP respondents were satisfied with the level of recognition they receive for their efforts at UIS. A majority of respondents felt that their immediate supervisor provides sufficient acknowledgement of their achievements and effort. A majority also felt that they receive recognition for performing job duties, and that they receive recognition for service to campus. On this latter point, however, there was more variability in satisfaction, as nearly a quarter of respondents felt that they did not receive sufficient acknowledgement for their service.

Specific question results:

Nearly eight in ten (78%) AP respondents agreed or strongly agreed with a statement indicating that their supervisor acknowledges achievements and effort. Nearly one in seven (14%) respondents disagreed or strongly disagreed with that statement. (95% gave a rating to this question.)

About seven in ten (69.5%) AP respondents agreed or strongly agreed with a statement indicating that they received recognition for performing job duties. However, about one in five (21%) respondents disagreed or strongly disagreed with that statement, suggesting some greater variability in that area. (94% gave a rating to this question.)

Likewise, six in ten (60%) AP respondents agreed or strongly agreed with a statement indicating that they received appreciation for service to campus. As above, however, there was greater variability in perceived appreciation, as nearly one quarter of respondents (23%) disagreed or strongly disagreed with this statement. (89% gave a rating to this question.)
Opinions on Workplace Procedure at UIS

In many ways, the AP respondents were pleased with procedural issues in the workplace. Approximately three-quarters of AP respondents felt that they have the ability to influence the planning in their units, and about the same number of respondents felt that they could obtain the facilities and equipment necessary to do their work. Nearly eight in ten respondents felt that the formal employee evaluation process treated them fairly, but a minority of over one in ten felt this was not the case. Over seven in ten respondents felt that they adequately understand the mission of the campus, its goals, and how it is organized. Of more concern to respondents was their satisfaction with the process through which work-related problems are resolved. A plurality of just under half of the respondents agreed with this statement, but nearly three in ten respondents disagreed.

Specific question results:

Over three-quarters of respondents (76%) agreed or strongly agreed with a statement indicating that they had an influence on planning in their units. Less than one in ten respondents (8%) disagreed with this statement. (95% gave a rating to this question.)

Similarly, three-quarters (76%) of respondents agreed or strongly agreed with a statement indicating that they were able to secure the facilities and equipment needed for their work. About one in seven (14%) disagreed or strongly disagreed with that statement. (94% gave a rating to this question.)

Nearly eight in ten (79%) of AP respondents agreed or strongly agreed with a statement indicating that they felt the evaluation process resulted in a fair and accurate evaluation of their performance. However, nearly one in seven respondents (13%) disagreed or strongly disagreed with this statement. (91% gave a rating to this question.)

Just under three-quarters of respondents (73%) agreed or strongly agreed with a statement indicating that they understand the campus mission, goals and organizational structure. Approximately one in ten (9%) disagreed or strongly disagreed with that statement. (95% gave a rating to this question.)

A plurality (48%) of respondents agreed or strongly agreed with a statement indicating they were satisfied with the process through which job-related problems get resolved. However, nearly three in ten respondents (28%) disagreed or strongly disagreed with this statement. (Also of note is the relatively low response rate to this item, 80%.)
Opinions on Compensation at UIS

Opinions on compensation at UIS were considerably more mixed than the categories reviewed above. A majority of AP respondents were satisfied with the benefits they receive as part of their employment package. However, majorities of respondents also expressed concerns about low salaries – specifically, majorities felt that the salaries offered at UIS were not competitive with either the local marketplace or with their overall areas of specialization.

Specific question results:

Just over three-quarters (77%) of the respondents agreed or strongly agreed with a statement indicating that they were satisfied with benefits received as a state employee. Less than one in ten (8%) disagreed or strongly disagreed with this statement. (95% gave a rating to this question.)

Just three in ten AP respondents (30%) agreed or strongly agreed with a statement indicating that their salary was competitive with the local marketplace. A majority (55%) disagreed or strongly disagreed with that statement, including more than one in five (21.5%) who strongly disagreed. (92% gave a rating to this question.)

Even fewer AP respondents (23%) agreed or strongly agreed with a statement indicating that their salary was competitive with the industry/area of specialization. Almost six in ten respondents (59%) disagreed or strongly disagreed with this statement, including nearly one-quarter (24%) who strongly disagreed. (90% gave a rating to this question.)

Opinions on Workload at UIS

AP respondents described experiencing an annually increasing pace of work and overall workload. A large majority felt that their work provides them with a sufficient challenge, while a smaller majority felt that their talents were being fully utilized. There was, however, some concern expressed by a plurality of respondents about their unit expecting too much from them. These changes in workloads and expectations resulted in a majority of respondents sometimes feeling a high level of stress from their work, while nearly 40 percent of respondents reported always or almost always experiencing a high level of stress as a result of their work. A plurality of respondents indicated that their workload sometimes interferes with their personal lives, while the remainder of respondents were fairly evenly split between feeling their workload always or almost always interferes and feeling that their workload rarely or never interferes with their personal lives. Despite these reported levels of stress and interference in personal lives, over two-thirds of respondents enjoy coming to work.

Specific question results:

Over eight in ten (84%) respondents agreed or strongly agreed with a statement indicating that the amount and pace of work in their units were increasing annually. About one in six (16%)
respondents disagreed or strongly disagreed with that statement. (92% gave a rating to this question.)

About 86 percent of respondents agreed or strongly agreed with a statement indicating that they felt *sufficiently challenged in their work*. Just 8 percent disagreed or strongly disagreed. (95% gave a rating to this question.)

A majority (55%) of respondents agreed or strongly agreed with a statement indicating that their talents are being utilized to the fullest in their work. Over one-fifth of respondents (22%) disagreed or strongly disagreed with this statement. (95% gave a rating to this question.)

A plurality of respondents (41%) agreed or strongly agreed with a statement indicating that their unit expects too much from them. A third of respondents (33%) disagreed or strongly disagreed with that statement. (95% gave a rating to this question.)

One half (50.5%) of AP respondents reported that they sometimes felt a high level of stress from their work, while nearly four in ten (38%) reported that their work always or almost always results in feeling a high level of stress. About one in ten (11%) reported rarely or never feel stress as a result of their work. (96% gave a rating to this question.)

Just under one half of respondents (46%) reported that their workload sometimes interferes with their personal lives. Just under three in ten (28%) of respondents reported that their workload always or almost always interferes with their personal lives, while about one-quarter (26%) reported that their workload rarely or never interferes with their personal lives. (96% gave a rating to this question.)

Over two-thirds (68%) of respondents stated that they always or almost always enjoy coming to work. About a quarter of respondents (26%) stated that they sometimes enjoy coming to work, while just 6 percent reported that they rarely or never enjoy coming to work. (96% gave a rating to this question.)

Opinions on Banner’s Impact at UIS

The implementation of the Banner system has been noted by a majority of respondents as having a significant impact on how they do their work. Fortunately, the majority of respondents felt that their supervisor adequately recognized how the Banner system has impacted their work. There was considerable pessimism expressed by the AP respondents regarding the ability of Banner to make them more productive in the long run.

Specific question results:

Seven in ten (71%) respondents agreed or strongly agreed with a statement indicating that Banner had significantly changed how they perform their work. Less than one in ten respondents (9%) disagreed or strongly disagreed with this statement. (76% gave a rating to this question.)
Six in ten (60%) respondents agreed or strongly agreed with a statement indicating that *their supervisor recognizes how Banner has affected their work*. One in seven respondents (14%) disagreed or strongly disagreed with this statement. (69% gave a rating to this question.)

A plurality of respondents (36%) disagreed or strongly disagreed with a statement indicating that *Banner will make them more productive in the long run*. Nearly as many respondents (35%) agreed or strongly agreed with that statement, while approximately 30 percent were neutral on this topic. (71% gave a rating to this question.)

**Opinions on Selected Services/Areas**

**The questions.** Respondents were asked to rate the *importance* of 23 selected services/areas “to [their] morale and/or job satisfaction.” Categories offered were: 1) *not at all important*; 2) *somewhat important*; 3) *neutral*; 4) *important*; 5) *very important*; and “*don’t know*.” It should be noted that this series of questions was asked primarily so that the following satisfaction ratings could be viewed from the perspective of those for whom the service/area was deemed important as well as for all those who rated their satisfaction. Yet, the findings themselves are of value to illustrate the number of APs who perceive themselves as directly affected by these services/areas.

Respondents were then asked to rate their “*level of satisfaction with* the service [they] receive” from the same 23 selected units. Categories offered were: 1) *not at all satisfied*; 2) *somewhat satisfied*; 3) *neutral*; 4) *satisfied*; 5) *very satisfied*; and “*don’t know*.”

**Importance ratings**

Here we will focus on the percent of all APs returning a questionnaire who rated a service/area as either “very important” or “important.”

**General summary:** About half or more of the AP respondents rated 14 of the 23 services/areas as important for their morale and/or job satisfaction. Even the services/areas receiving the fewest “importance” ratings were viewed as important by more than one-fifth of the APs.

The 4 services/areas ranked as most important for morale/satisfaction. Campus Technology Support was clearly the service/area identified as highest in importance for AP respondents’ job morale/satisfaction, rated by 86 percent as either very important or important. Following were Building Services (74%), then Campus Services (69%), and then Human Resources (64%).

Majorities of 55 to 57 percent rated 6 additional services/areas as important: Educational Technology (57%); Admissions, Grounds Maintenance, and Library (all at 56%); and Bursar and Food Services (both at 55%).

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1 We base these percentages on all APs who returned a questionnaire because a “no response” for these questions is more likely an indicator of an item being “not important” than a refusal to answer. The proportion who did not answer an item averages about 9%, ranging from a low of 3% to a high of 16%.
About half the respondents rated 4 additional services/areas important: Business and Financial Services (51.5%); Campus Police (49.5%); Records and Registration (48.5%); and Office of Technology Enhanced Learning (46.5%).

About four in ten respondents rated 3 other services/areas important: Financial Assistance (42%); Center for Teaching and Learning (40%); and Health Services (39%).

More than one-fifth rated 6 other services/areas as important: Cox Children’s Center and Office of Disability Services (both at 29%); Campus Recreational Sports and Office of Student Volunteerism and Civic Engagement (both at 26%); Career Services (24%); and Counseling Services (22%).

**Satisfaction ratings**

Here we will focus on the percent of respondents giving a substantive rating who were satisfied with the service/area (either “very satisfied” or “satisfied”) and the percent who were “not at all satisfied.”² We also offer comparable results for those who view the service/area as important to their morale and/or job satisfaction. The order of the items in this section is that of expressed importance of the service/area to their morale/job satisfaction, summarized above.

**Relationship between importance and satisfaction ratings.** Before beginning the summary of satisfaction rating results, it is worth noting but not surprising that there is a very strong positive correlation between the proportion rating an item as important and the proportion who gave substantive satisfaction ratings (r = .89). There is also a less strong positive correlation between the proportion rating an item as important and the proportion who gave ratings of either satisfied or very satisfied to an item (r = .61).

**Averages, for comparison purposes.** The average proportion who indicated being either satisfied or very satisfied with a service/area is 52 percent, and the average proportion who indicated being not at all satisfied is 5 percent. (The average proportion who gave a rating to an item is 73 percent.)

- Of those who rated a service as important for their morale/job satisfaction, the average proportion who indicated being either satisfied or very satisfied is 69 percent, and the average proportion who indicated being not at all satisfied is 4 percent. (The average proportion who gave a rating to an item is 88 percent.)

**Services/areas rated as important for morale/job satisfaction by over 60 percent of APs**

*Campus Technology Support* (86% rated as important). Two-thirds (67%) of respondents were either satisfied or very satisfied with this item while 4 percent were “not at all” satisfied. (94% gave a rating here; n = 95.)

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² We focus on these results because, in the satisfaction scale used, the most unambiguous choices are “very satisfied,” “satisfied,” and “not at all satisfied.” More ambiguity surrounds the “neutral” and “somewhat satisfied” alternatives. Thus, for the ratings results reported below, the remainder of the ratings were either “neutral” or “somewhat satisfied” responses.
Of those who rated this service as important for their morale/job satisfaction, just over seven in ten (72%) were satisfied while less than one in twenty (3.5%) were “not at all” satisfied. (98% gave a rating here; n = 85.)

**Building Services (74% rated as important).** A majority of 56 percent of respondents were either satisfied or very satisfied with this item while 5 percent were “not at all” satisfied. (91% gave a rating here; n = 92.)

Of those who rated this service as important for their morale/job satisfaction, nearly two-thirds (66%) were satisfied while about one in twenty (5.5%) were “not at all” satisfied. (97% gave a rating here; n = 73.)

**Campus Services (69% rated as important).** Two-thirds (67%) of respondents were either satisfied or very satisfied with this item while 3 percent were “not at all” satisfied. (92% gave a rating here; n = 93.)

Of those who rated this service as important for their morale/job satisfaction, over seven in ten (72%) were satisfied while less than one in twenty (3%) were “not at all” satisfied. (97% gave a rating here; n = 68.)

**Human Resources (64% rated as important).** About one-third (32%) of respondents were either satisfied or very satisfied with this item while more than one-quarter (28%) were “not at all” satisfied. (86% gave a rating here; n = 87.)

Of those who rated this service as important for their morale/job satisfaction, about one-third (34%) were satisfied while virtually the same proportion (34%) were “not at all” satisfied. (95% gave a rating here; n = 62.)

**Services/areas rated as important by 55 to 57 percent of APs**

**Educational Technology (57% rated as important).** Nearly two-thirds (64%) of respondents were either satisfied or very satisfied with this item while less than one in twenty (3%) were “not at all” satisfied. (71% gave a rating here; n = 72.)

Of those who rated this service as important for their morale/job satisfaction, about three-quarters (76%) were satisfied while no respondents indicated being “not at all” satisfied. (95% gave a rating here; n = 55.)

**Admissions (56% rated as important).** Four in ten respondents (40%) were either satisfied or very satisfied with this item while just less than one in ten (9%) were “not at all” satisfied. (67% gave a rating here; n = 68.)

Of those who rated this service as important for their morale/job satisfaction, over four in ten (45%) were satisfied while one in ten (10%) indicated being “not at all” satisfied. (89% gave a rating here; n = 51.)

**Grounds Maintenance (56% rated as important).** Over eight in ten respondents (83%) were either satisfied or very satisfied with this item while hardly any (1%) were “not at all” satisfied. (86% gave a rating here; n = 87.)
Of those who rated this service as important for their morale/job satisfaction, nine in ten (90%) were satisfied while no respondents indicated being “not at all” satisfied. (89% gave a rating here; n = 51.)

**Library (56% rated as important).** Two-thirds (67%) of respondents were either satisfied or very satisfied with this item while hardly any (1%) were “not at all” satisfied. (87% gave a rating here; n = 88.)

Of those who rated this service as important for their morale/job satisfaction, more than 85 percent (87%) were satisfied while no respondents indicated being “not at all” satisfied. (93% gave a rating here; n = 53.)

**Bursar (55% rated as important).** Almost six in ten respondents (59%) were either satisfied or very satisfied with this item while hardly any (1%) were “not at all” satisfied. (89% gave a rating here; n = 90.)

Of those who rated this service as important for their morale/job satisfaction, about two-thirds (68%) were satisfied while 2 percent indicated being “not at all” satisfied. (95% gave a rating here; n = 53.)

**Food Services (55% rated as important).** Seven in ten respondents (70.5%) were either satisfied or very satisfied with this item while hardly any (1%) were “not at all” satisfied. (87% gave a rating here; n = 88.)

Of those who rated this service as important for their morale/job satisfaction, more than 85 percent (87%) were satisfied while 2 percent indicated being “not at all” satisfied. (93% gave a rating here; n = 52.)

**Services/areas rated as important by about half of the APs**

**Business and Financial Services (excluding Bursar) (51.5% rated as important).** More than half (54%) were either satisfied or very satisfied with this item while no respondents indicated being “not at all” satisfied. (75% gave a rating here; n = 76.)

Of those who rated this service as important for their morale/job satisfaction, more than six in ten (63%) were satisfied while no respondents indicated being “not at all” satisfied. (94% gave a rating here; n = 49.)

**Campus Police (49.5% rated as important).** Almost six in ten (57%) were either satisfied or very satisfied with this item while 2 percent were “not at all” satisfied. (85% gave a rating here; n = 86.)

Of those who rated this service as important for their morale/job satisfaction, more than three-quarters (78%) were satisfied while 2 percent indicated being “not at all” satisfied. (90% gave a rating here; n = 45.)

**Records and Registration (48.5% rated as important).** About 45 percent (46%) were either satisfied or very satisfied with this item while just less than one in twenty (4%) were “not at all” satisfied. (67% gave a rating here; n = 68.)
Of those who rated this service as important for their morale/job satisfaction, more than six in ten (62%) were satisfied while 4 percent indicated being “not at all” satisfied. (92% gave a rating here; n = 45.)

Office of Technology Enhanced Learning (OTEL) (46.5% rated as important). About six in ten respondents (61%) were either satisfied or very satisfied with this item while just over one in twenty (6%) were “not at all” satisfied. (70% gave a rating here; n = 71.)

Of those who rated this service as important for their morale/job satisfaction, about eight in ten (79.5%) were satisfied while 2 percent indicated being “not at all” satisfied. (94% gave a rating here; n = 44.)

Services/areas rated as important by about 40 percent of APs

Financial Assistance (42% rated as important). Forty-five percent (45%) were either satisfied or very satisfied with this item while one in twenty (5%) were “not at all” satisfied. (59% gave a rating here; n = 60.)

Of those who rated this service as important for their morale/job satisfaction, about six in ten (61%) were satisfied while less than one in ten (8%) indicated being “not at all” satisfied. (86% gave a rating here; n = 36.)

Center for Teaching and Learning (40% rated as important). About half (51%) were either satisfied or very satisfied with this item while less than one in twenty (3%) were “not at all” satisfied. (66% gave a rating here; n = 67.)

Of those who rated this service as important for their morale/job satisfaction, eight in ten (80.5%) were satisfied while no one indicated being “not at all” satisfied. (90% gave a rating here; n = 36.)

Health Services (39% rated as important). A majority (57%) of respondents were either satisfied or very satisfied with this item while less than one in twenty (3%) were “not at all” satisfied. (75% gave a rating here; n = 76.)

Of those who rated this service as important for their morale/job satisfaction, nearly nine in ten (89%) were satisfied while no one indicated being “not at all” satisfied. (90% gave a rating here; n = 35.)

Services/areas rated as important by more than one-fifth of APs

Cox Children’s Center (29% rated as important). About 45 percent were either satisfied or very satisfied with this item while less than one in twenty (3%) were “not at all” satisfied. (57% gave a rating here; n = 55.)

Of those who rated this service as important for their morale/job satisfaction, about two-thirds (68%) were satisfied while no one indicated being “not at all” satisfied. (76% gave a rating here; n = 22.)

Office of Disability Services (29% rated as important). Almost half (47.5%) were either satisfied or very satisfied with this item while 2 percent were “not at all” satisfied. (58% gave a rating here; n = 59.)
Of those who rated this service as important for their morale/job satisfaction, more than three-quarters (78%) were satisfied while no one indicated being “not at all” satisfied. (79% gave a rating here; n = 23.)

Camps Recreational Sports (26% rated as important). Over one-third (36.5%) were either satisfied or very satisfied with this item while over one in ten (13%) were “not at all” satisfied. (62% gave a rating here; n = 63.)

Of those who rated this service as important for their morale/job satisfaction, almost half (48%) were satisfied while one in twenty (5%) indicated being “not at all” satisfied. (81% gave a rating here; n = 21.)

Office of Student Volunteers and Engagement (26% rated as important). One-third (33.3%) were either satisfied or very satisfied with this item while just under one in twenty (4%) were “not at all” satisfied. (50.5% gave a rating here; n = 51.)

Of those who rated this service as important for their morale/job satisfaction, about six in ten (62%) were satisfied while no one indicated being “not at all” satisfied. (81% gave a rating here; n = 21.)

Career Services (24% rated as important). Just over one-third (35%) were either satisfied or very satisfied with this item while just under one in twenty (4%) were “not at all” satisfied. (53.5% gave a rating here; n = 54.)

Of those who rated this service as important for their morale/job satisfaction, more than four in ten (44%) were satisfied while no one indicated being “not at all” satisfied. (75% gave a rating here; n = 18.)

Counseling Services (22% rated as important). About one-third (32%) were either satisfied or very satisfied with this item while 2 percent were “not at all” satisfied. (49.5% gave a rating here; n = 50.)

Of those who rated this service as important for their morale/job satisfaction, almost seven in ten (69%) were satisfied while no one indicated being “not at all” satisfied. (59% gave a rating here; n = 13.)
Civil Service

Opinions about UIS Reputation

Two-thirds of Civil Service respondents believe UIS has a good reputation in the Springfield community and among UIS students.

Specific question results:

Nearly two-thirds (66%) of the Civil Service respondents believe UIS has a good or very good reputation among students while less than 10 percent (9%) believe this reputation is poor or very poor. (82% gave a rating to the question.)

Two-thirds (67%) of the Civil Service respondents believe UIS has a good or very good reputation in the Springfield community, while about one-tenth (11%) believe its reputation is poor or very poor. (82% gave a rating to the question.)

Opinions about Administrative Leadership, Responsiveness and Decision-Making

A majority of Civil Service respondents believe the quality of administrative leadership in their unit is good, but a plurality of about 40 percent believe the quality of campus administrative leadership is poor. About six in ten gave poor ratings both to responsiveness of administrators to staff concerns and inclusion of staff in UIS decision making.

Specific question results:

Nearly six of ten (58%) Civil Service respondents believe the quality of administrative leadership in their unit is either good or very good (with 31% saying “very good”), while over one in four (28%) believe it is either poor or very poor. (98% gave a rating to the question.)

About four of ten (41%) Civil Service respondents believe the quality of campus administrative leadership is either poor or very poor, while over one in four (28%) believe it is either good or very good. Just over three in ten (31%) expressed a neutral opinion. (95% gave a rating to this question.)

Just over 60 percent (61%) of Civil Service respondents believe responsiveness of UIS administrators to staff concerns is either poor or very poor (with 35% saying very poor), while somewhat more than one in ten (13%) believe this inclusiveness is either good or very good. One quarter (25%) expressed a neutral opinion. (86% gave a rating to this question.)

Nearly 60 percent (58%) of Civil Service respondents believe inclusion of staff in the UIS decision making process is either poor or very poor (with 27% saying very poor), while about one-fifth (21%) of them believe it is either good or very good. (89% gave a rating to this question.)
Opinions about Cooperation and Respect and Staff Morale

A bare majority of Civil Service respondents believe the level of cooperation and respect in their unit is good, and a plurality of 44 percent believe this to be the case for the level of cooperation and respect at UIS. However, slightly more than half believe staff morale at UIS is poor, while slightly less than half believe staff morale in their unit is poor.

Specific question results:

Just over one-half (53%) of Civil Service respondents believe that the level of cooperation and respect in their unit is either good or very good, while 37 percent believe it is either poor or very poor. (93% gave a rating to this question.)

Over four of ten Civil Service respondents (44%) believe that the level of cooperation and respect at UIS is either good or very good, compared to nearly one-third (32%) who believe it is either poor or very poor. (92% gave a rating to this question.)

Forty-six percent (46%) of the Civil Service respondents believe staff morale in their unit is either poor or very poor, somewhat more than the 38 percent who believe it is either good or very good. (78% gave a rating to this question.)

Just over half (53%) of the Civil Service respondents believe staff morale at UIS is either poor or very poor, compared to just over one-fifth (21%) who believe it is either good or very good. About one-quarter (26%) gave a neutral rating. (90.5% gave a rating to this question.)

Satisfaction with the UIS Work Environment

About half of CS respondents were satisfied with the physical space in which they work, while nearly four in ten respondents were dissatisfied. Approximately two-thirds were satisfied with their access to equipment. About six in ten respondents were satisfied with the level of intellectual challenge their positions offer them, but two in ten were not satisfied. Six in ten respondents were satisfied with the diversity of employees at UIS, while nearly two in ten were not satisfied.

Half of CS respondents (50%) reported feeling satisfied or very satisfied with the physical space in which they work, while nearly four in ten respondents (38%) were somewhat unsatisfied or not satisfied with their physical work environment. (99% gave a rating to this question.)

About two-thirds percent (65.5%) of CS respondents were satisfied or very satisfied with their access to equipment needed to do their work, while nearly two in ten (19%) were somewhat dissatisfied or not satisfied. (99% gave a rating to this question.)
Approximately six in ten (61%) CS respondents reported feeling satisfied or very satisfied with the level of intellectual challenge in their work, while just over two in ten (22%) reported feeling somewhat dissatisfied or not satisfied with that level of challenge. (97% gave a rating to this question.)

Six in ten CS respondents (62%) were satisfied or very satisfied with the diversity of employees at UIS, while nearly two in ten (19%) were somewhat dissatisfied or not satisfied with the level of diversity. (93% gave a rating to this question.)

Opinions on Career Development and Advancement at UIS

Majorities of CS respondents felt that they had opportunities to develop their work-related skills and knowledge at UIS, and were able to take advantage of the various training opportunities made available on campus. However, just over one-third of respondents felt that they were able to pursue professional development opportunities hosted by entities outside of UIS. A majority of respondents felt that there were insufficient opportunities available at UIS for career advancement.

Specific question results:

Over six in ten (63%) CS respondents either agreed or strongly agreed with the statement that they have been given opportunities to broaden their skills or to develop their work-relevant knowledge base. One in five (20%) disagreed with this statement. (97% gave a rating to this question.)

Six in ten (60%) CS respondents agreed or strongly agreed with a statement indicating they were able to take advantage of training sessions available on campus. About one in five (20%) disagreed or strongly disagreed. (97% gave a rating to this question.)

Just over one-third (36%) of respondents agreed or strongly agreed with a statement indicating that they were able to pursue professional development opportunities off campus. About a third of respondents (34%) disagreed or strongly disagreed with this statement. (86% gave a rating to this question.)

Just 23 percent of CS respondents agreed or strongly agreed with a statement indicating that they have opportunities to advance in their careers on campus. However, a majority of 57 percent of respondents disagreed, including 31 percent of respondents strongly disagreeing with that statement. (92% gave a rating to this question.)
Opinions on Respect and Autonomy in the UIS Workplace

The vast majority of CS respondents report feeling respected in their immediate work environment and feel they are treated as being capable of making their own decisions about important work-related activities. Large majorities of at least seven in ten respondents felt that their opinions were valued by their supervisors and coworkers. At least three-quarters of respondents agreed that they had the ability to structure their own work priorities with some degree of autonomy, and about half felt similarly free to determine their work schedules.

Specific question results:

Just over seven in ten (71%) CS respondents agreed or strongly agreed with a statement indicating that their opinions were valued by their supervisors. About one in five (22%) respondents disagreed or strongly disagreed with this characterization of their supervisors’ valuation of their opinions. (97% gave a rating to this question.)

About eight in ten respondents (79%) agreed or strongly agreed with a statement indicating that their opinions were valued by coworkers. Just one in ten (10%) respondents disagreed or strongly disagreed with that statement. (97% gave a rating to this question.)

Just over three-quarters (77%) of respondents agreed or strongly agreed with a statement indicating that they felt able to set their own work priorities, while about one in ten (11%) respondents disagreed or strongly disagreed with this sentiment. (97% gave a rating to this question.)

Slightly over half (51%) of CS respondents agreed or strongly agreed with a statement indicating that they had the ability to determine their work schedules. However, three in ten respondents (30%) felt that they did not have this ability. (95% gave a rating to this question.)

Opinions on Workplace Recognition at UIS

Most CS respondents were satisfied with the level of recognition they receive for their efforts at UIS. A majority of respondents felt that their immediate supervisor provides sufficient acknowledgement of their achievements and effort. A majority also felt that they receive recognition for performing job duties, but only 40 percent felt that they receive recognition for service to the campus.

Specific question results:

Just over seven in ten (72%) CS respondents agreed or strongly agreed with a statement indicating that their supervisor acknowledges achievements and effort. About one in six (15.5%) respondents disagreed or strongly disagreed with that statement. (97% gave a rating to this question.)
A majority (58%) of CS respondents agreed or strongly agreed with a statement indicating that they received recognition for performing job duties. However, over one quarter (26.5%) of respondents disagreed or strongly disagreed with that statement, suggesting some greater variability in that area. (95% gave a rating to this question.)

Just four in ten (40%) CS respondents agreed or strongly agreed with a statement indicating that they received appreciation for service to the campus. As above, however, there was greater variability in perceived appreciation, as 30 percent of respondents disagreed or strongly disagreed with this statement. (84% gave a rating to this question.)

**Opinions on Workplace Procedure at UIS**

*In some ways the CS respondents were pleased with procedural issues in the workplace. Just under half of CS respondents felt that they have the ability to influence the planning in their units, and over six in ten respondents felt that they could obtain the facilities and equipment necessary to do their work. Nearly seven in ten respondents felt that the formal employee evaluation process treated them fairly, but a minority of nearly one in five felt this was not the case. Over six in ten respondents felt that they adequately understand the mission of the campus, its goals, and how it is organized. Of substantially greater concern to respondents was their satisfaction with the process through which work-related problems are resolved. A majority of respondents were dissatisfied, and only about a quarter were satisfied.*

**Specific question results:**

Almost half (47.5%) of respondents agreed or strongly agreed with a statement indicating that they had an influence on planning in their units. A third (33.3%) of respondents disagreed with this statement. (96% gave a rating to this question.)

Over six in ten (62%) respondents agreed or strongly agreed with a statement indicating that they were able to secure the facilities and equipment needed for their work. About one in seven (15%) disagreed or strongly disagreed with that statement. (98% gave a rating to this question.)

Nearly seven in ten (69%) of CS respondents agreed or strongly agreed with a statement indicating that they felt the evaluation process resulted in a fair and accurate evaluation of their performance. However, nearly one in five respondents (19.5%) disagreed or strongly disagreed with this statement. (93.9% gave a rating to this question.)

Just over six in ten (62%) respondents agreed or strongly agreed with a statement indicating that they understand the campus mission, goals and organizational structure. Approximately one in six (16%) disagreed or strongly disagreed with that statement. (97% gave a rating to this question.)

A minority (24%) of respondents agreed or strongly agreed with a statement indicating they were satisfied with the process through which job-related problems get resolved. A majority (54%) of
respondents disagreed, including 28 percent who strongly disagreed with this statement. (92.5% gave a rating to this question.)

Opinions on Compensation at UIS

Opinions on compensation at UIS were considerably more mixed than the categories reviewed above. A majority of CS respondents were satisfied with the benefits they receive as part of their employment package. However, majorities of respondents also expressed concerns about low salaries – they specifically felt that the salaries offered at UIS were not competitive with either the local marketplace or with their overall areas of specialization.

Specific question results:

Nearly two-thirds (66%) of respondents agreed or strongly agreed with a statement indicating that they were satisfied with benefits received as a state employee. Less than one in six (16%) disagreed or strongly disagreed with this statement. (95% gave a rating to this question.)

Just one in seven (14%) CS respondents agreed or strongly agreed with a statement indicating that their salary was competitive with the local marketplace. A large majority (79%) disagreed with that statement, including 61 percent who strongly disagreed. (95% gave a rating to this question.)

Even fewer CS respondents (11%) agreed or strongly agreed with a statement indicating that their salary was competitive with the industry/area of specialization. Over eight in ten respondents (82%) disagreed, including 65 percent who strongly disagreed with this statement. (92.5% gave a rating to this question.)

Opinions on Workload at UIS

CS respondents described experiencing an annually increasing pace of work and overall workload. A majority felt that their work provided them with a sufficient challenge, but a plurality felt that their talents were not being fully utilized. CS respondents did not, overall, express widespread concerns about their units expecting too much from them. These changes in workloads likely contributed to a majority of respondents sometimes feeling a high level of stress from their work, while about a third of respondents reported always or almost always experiencing a high level of stress as a result of their work. A majority of respondents indicated that their workload rarely or never interferes with their personal lives, while about a third reported feeling their workload sometimes interferes. Despite these reported levels of stress, over half of respondents always or almost always enjoy coming to work.

Specific question results:

Nearly nine in ten (87.5%) respondents agreed or strongly agreed with a statement indicating that the amount and pace of work in their units were increasing annually. Just one in twenty (5%)
respondents disagreed or strongly disagreed with that statement. (92.5% gave a rating to this question.)

Over six in ten (63%) of respondents agreed or strongly agreed with a statement indicating that they felt sufficiently challenged in their work. Nearly one in five (19%) disagreed or strongly disagreed. (95% gave a rating to this question.)

A minority (35.5%) of respondents agreed or strongly agreed with a statement indicating that their talents are being utilized to the fullest in their work. A plurality of respondents (42%) disagreed or strongly disagreed with this statement. (94% gave a rating to this question.)

A minority of respondents (29%) agreed or strongly agreed with a statement indicating that their unit expects too much from them. A plurality (42%) of respondents disagreed or strongly disagreed with that statement. (95% gave a rating to this question.)

One half (51%) of CS respondents reported that they sometimes felt a high level of stress from their work, while 34 percent reported that their work always or almost always results in feeling a high level of stress. About one in six (16%) reported rarely or never feel stress as a result of their work. (99% gave a rating to this question.)

Just under one third of respondents (32%) reported that their workload sometimes interferes with their personal lives. Just over one in ten (12%) respondents reported that their workload always or almost always interferes with their personal lives, while a majority (56%) reported that their workload rarely or never interferes with their personal lives. (99% gave a rating to this question.)

Opinions on Banner’s Impact at UIS

The implementation of the Banner system has been noted by a majority of respondents as having a significant impact on how they do their work. Fortunately, the majority of respondents felt that their supervisor adequately recognized how the Banner system has impacted their work. There was considerable pessimism expressed by the CS respondents regarding the ability of Banner to make them more productive in the long run.

Specific question results:

Just less than two-thirds (65%) of respondents agreed or strongly agreed with a statement indicating that Banner had significantly changed how they perform their work. Less than one in six (15.5%) respondents disagreed or strongly disagreed with this statement. (79% gave a rating to this question.)
Similarly, nearly two-thirds (63.5%) of respondents agreed or strongly agreed with a statement indicating that their supervisor recognizes how Banner has affected their work. One in six (16%) respondents disagreed or strongly disagreed with this statement. (78% gave a rating to this question.)

A plurality of respondents (45%) disagreed or strongly disagreed with a statement indicating that Banner will make them more productive in the long run. Just over one fifth (22%) of respondents agreed or strongly agreed with that statement. (77% gave a rating to this question.)

**Opinions on Selected Services/Areas**

**The questions.** Respondents were asked to rate the importance of 23 selected services/areas “to [their] morale and/or job satisfaction.” Categories offered were: 1) not at all important; 2) somewhat important; 3) neutral; 4) important; 5) very important; and “don’t know.”

They were then asked to rate their “level of satisfaction with the service [they] receive” from the same 23 selected units. Categories offered were: 1) not at all satisfied; 2) somewhat satisfied; 3) neutral; 4) satisfied; 5) very satisfied; and “don’t know.”

**Importance ratings**

Here we will focus on the percent of all civil service employees returning a questionnaire who rated a service/area as either “very important” or “important.” (It should be noted that this series of questions was mainly asked so that the following satisfaction ratings could be viewed from the perspective of those for whom the service/area was deemed important.)

About half or more of the Civil Service respondents rated thirteen of the 23 services/areas as important for their morale and/or job satisfaction. All but one of the services/areas were viewed as important by at least one-fifth of the CS respondents, and the final one was viewed as important by more than one in ten.

Two services/areas were rated as important for morale/job satisfaction by at least three-quarters. Campus Technology Support was the service/area identified as highest in importance for AP respondents’ job morale/satisfaction, rated by 78 percent as either very important or important. This was closely followed by Building Services (75%).

Four additional services/areas were rated important by more than 60 percent: Campus Services (68%); Human Resources (64%); Campus Police (63%); and Bursar (60.5%).

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3 We base these percentages on all respondents because a “no response” for a particular item in these questions is more likely a “not important”-type of response than a refusal to answer. The proportion who did not answer an item averages about 12%, ranging from a low of 7% to a high of 19%.
About half the respondents rated seven additional services/areas as important: Educational Technology (52%); Business and Financial Services, Admissions, and Grounds Maintenance (each at 50%); Library (49%); Records and Registration (48%); and Food Services (47%).

About four in ten respondents rated four other services/areas as important: Health Services (43.5%); Financial Assistance (39.5%); Center for Teaching and Learning (37%); and Office of Technology Enhanced Learning (36%).

One service/area was rated by nearly three in ten as important: Counseling Services (29%).

Four other services/areas were rated by about one-fifth as important: Career Services (22%) and Office of Disability Services (each at 22%); and Campus Recreational Sports and Cox Children’s Center (each at 19%).

The final service/area was rated by more than one-tenth as important: Office of Student Volunteerism and Civic Engagement (13%).

**Satisfaction ratings**

Here we will focus on the percent of respondents giving a substantive rating who were satisfied with the service/area (either “very satisfied” or “satisfied”) and the percent who were “not at all satisfied.” We also offer comparable results for those who view the service/area as important to their morale and/or job satisfaction. The order of the items in this section is that of expressed importance of the service/area to their morale/job satisfaction, summarized above.

**Relationship between importance and satisfaction ratings.** Before beginning the summary of satisfaction rating results, it is worth noting but not surprising that there is a very strong positive correlation between the proportion rating an item as important and the proportion who gave substantive satisfaction ratings (r = .91). Though somewhat less in magnitude, there is also a strong positive correlation between the proportion rating an item as important and the proportion who gave ratings of either satisfied or very satisfied to an item (r = .75).

**Averages, for comparison purposes.** The average proportion who indicated being either satisfied or very satisfied with a service/area is 52 percent, and the average proportion who indicated being not at all satisfied is 4 percent. (The average proportion who gave a rating to an item is 70 percent.)

Of those who rated a service as important for their morale/job satisfaction, the average proportion who indicated being either satisfied or very satisfied is 75 percent, and the average proportion who indicated being not at all satisfied is 3 percent. (The average proportion who gave a rating to an item is 81 percent.)

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4 We focus on these results because, in the satisfaction scale used, the most unambiguous choices are “very satisfied,” “satisfied,” and “not at all satisfied.” More ambiguity surrounds the “neutral” and “somewhat satisfied” alternatives. Thus, for the ratings results reported below, the remainder of the ratings were either “neutral” or “somewhat satisfied” responses.
Services/areas rated as important for morale/job satisfaction by at least three-quarters of Civil Service respondents

Campus Technology Support (78% rated as important). Nearly three-quarters (73%) of Civil Service respondents were either satisfied or very satisfied with this item while just 1 percent were “not at all” satisfied. (88% gave a rating here; n = 129.)

Of those who rated this service as important for their morale/job satisfaction, eight in ten (80%) were satisfied while just 1 percent were “not at all” satisfied. (92% gave a rating here; n = 106.)

Building Services (75% rated as important). Six in ten (60%) respondents were either satisfied or very satisfied with this item while over one in twenty (7%) were “not at all” satisfied. (94% gave a rating here; n = 138.)

Of those who rated this service as important for their morale/job satisfaction, nearly two-thirds (65%) were satisfied while just over one in twenty (6%) were “not at all” satisfied. (96% gave a rating here; n = 106.)

Services/areas rated as important by more than 60 percent

Campus Services (68% rated as important). Nearly three-quarters (74%) of respondents were either satisfied or very satisfied with this item while just under one in twenty (4%) were “not at all” satisfied. (86% gave a rating here; n = 127.)

Of those who rated this service as important for their morale/job satisfaction, eight in ten (81%) were satisfied while about one in twenty (5.5%) were “not at all” satisfied. (91% gave a rating here; n = 91.)

Human Resources (64% rated as important). Just over one-third (35%) of respondents were either satisfied or very satisfied with this item while about one in six (16%) were “not at all” satisfied. (91% gave a rating here; n = 134.)

Of those who rated this service as important for their morale/job satisfaction, over four in ten (43%) were satisfied while over one in six (18%) were “not at all” satisfied. (96% gave a rating here; n = 90.)

Campus Police (63% rated as important). Almost two-thirds (66%) were either satisfied or very satisfied with this item while under one in twenty (4%) were “not at all” satisfied. (89% gave a rating here; n = 131.)

Of those who rated this service as important for their morale/job satisfaction, just over seven in ten (71%) were satisfied while 3 percent indicated being “not at all” satisfied. (98% gave a rating here; n = 90.)

Bursar (60.5% rated as important). Just over three-quarters (76.5%) were either satisfied or very satisfied with this item while 3 percent were “not at all” satisfied. (90% gave a rating here; n = 132.)

Of those who rated this service as important for their morale/job satisfaction, nearly nine in ten (88.5%) were satisfied while just 1 percent indicated being “not at all” satisfied. (98% gave a rating here; n = 87.)
Services/areas rated as important by about half the Civil Service respondents

**Educational Technology (52% rated as important).** Nearly six in ten (58%) of respondents were either satisfied or very satisfied with this item while 2 percent were “not at all” satisfied. (62% gave a rating here; n = 91.)

*Of those who rated this service as important for their morale/job satisfaction,* eight in ten (80%) were satisfied while no respondents indicated being “not at all” satisfied. (79% gave a rating here; n = 60.)

**Business and Financial Services (excluding Bursar) (50% rated as important).** More than six in ten (62%) were either satisfied or very satisfied with this item while 2 percent indicated being “not at all” satisfied. (74% gave a rating here; n = 108.)

*Of those who rated this service as important for their morale/job satisfaction,* nearly 85 percent (84%) were satisfied while no respondent indicated being “not at all” satisfied. (85% gave a rating here; n = 63.)

**Admissions (50% rated as important).** Four in ten respondents (41%) were either satisfied or very satisfied with this item while over one in ten (12%) were “not at all” satisfied. (70% gave a rating here; n = 103.)

*Of those who rated this service as important for their morale/job satisfaction,* over half (54%) were satisfied while about one in seven (15%) indicated being “not at all” satisfied. (92% gave a rating here; n = 67.)

**Grounds Maintenance (50% rated as important).** Over eight in ten respondents (81%) were either satisfied or very satisfied with this item while no respondent indicated being “not at all” satisfied. (83% gave a rating here; n = 122.)

*Of those who rated this service as important for their morale/job satisfaction,* well over nine in ten (95.5%) were satisfied while no respondents indicated being “not at all” satisfied. (92% gave a rating here; n = 67.)

**Library (49% rated as important).** Over six in ten (63%) respondents were either satisfied or very satisfied with this item while 3 percent were “not at all” satisfied. (74% gave a rating here; n = 109.)

*Of those who rated this service as important for their morale/job satisfaction,* nearly nine in ten (88%) were satisfied while no respondents indicated being “not at all” satisfied. (83% gave a rating here; n = 60.)

**Records and Registration (48% rated as important).** Forty-five percent (45%) were either satisfied or very satisfied with this item while one in twenty (5%) were “not at all” satisfied. (68% gave a rating here; n = 100.)

*Of those who rated this service as important for their morale/job satisfaction,* more than six in ten (62%) were satisfied while over one in twenty (7%) indicated being “not at all” satisfied. (86% gave a rating here; n = 61.)
Food Services (47% rated as important). A majority of 55 percent were either satisfied or very satisfied with this item while just less than one in ten (8.5%) were “not at all” satisfied. (88% gave a rating here; n = 130.)

Of those who rated this service as important for their morale/job satisfaction, three-quarters (75%) were satisfied while just over one in twenty (6%) indicated being “not at all” satisfied. (97% gave a rating here; n = 67.)

Services/areas rated as important by about 40 percent

Health Services (43.5% rated as important). A majority (55%) of respondents were either satisfied or very satisfied with this item while about one in twenty (5%) were “not at all” satisfied. (72% gave a rating here; n = 106.)

Of those who rated this service as important for their morale/job satisfaction, about eight in ten (81%) were satisfied while 2 percent indicated being “not at all” satisfied. (81% gave a rating here; n = 52.)

Financial Assistance (39.5% rated as important). Almost half (48%) were either satisfied or very satisfied with this item while just 1 percent were “not at all” satisfied. (58.5% gave a rating here; n = 86.)

Of those who rated this service as important for their morale/job satisfaction, just over three-quarters (77.5%) were satisfied while no respondent indicated being “not at all” satisfied. (69% gave a rating here; n = 40.)

Center for Teaching and Learning (37% rated as important). A majority of 56 percent were either satisfied or very satisfied with this item while 2 percent were “not at all” satisfied. (65% gave a rating here; n = 96.)

Of those who rated this service as important for their morale/job satisfaction, over eight in ten (82%) were satisfied while 2 percent indicated being “not at all” satisfied. (83% gave a rating here; n = 45.)

Office of Technology Enhanced Learning (OTEL) (36% rated as important). A majority of 55 percent were either satisfied or very satisfied with this item while 2 percent were “not at all” satisfied. (62% gave a rating here; n = 91.)

Of those who rated this service as important for their morale/job satisfaction, just over 85 percent (86%) were satisfied while no respondent indicated being “not at all” satisfied. (79% gave a rating here; n = 42.)

Services/areas rated as important by about three in ten

Counseling Services (29% rated as important). Over one-third (37.5%) were either satisfied or very satisfied with this item while about 2 percent (2.5%) were “not at all” satisfied. (54% gave a rating here; n = 80.)

Of those who rated this service as important for their morale/job satisfaction, nearly three-quarters (73%) were satisfied while no one indicated being “not at all” satisfied. (71% gave a rating here; n = 30.)
Services/areas rated as important by about one-fifth

Career Services (22% rated as important). Just over one-third (34%) were either satisfied or very satisfied with this item while just under one in twenty (4%) were “not at all” satisfied. (48% gave a rating here; n = 70.)

Of those who rated this service as important for their morale/job satisfaction, just over seven in ten (71%) were satisfied while about one in twenty (5%) indicated “not at all” satisfied. (66% gave a rating here; n = 21.)

Office of Disability Services (22% rated as important). About one-third (34%) were either satisfied or very satisfied with this item while only 1 percent were “not at all” satisfied. (50% gave a rating here; n = 74.)

Of those who rated this service as important for their morale/job satisfaction, more than eight in ten (84%) were satisfied while no one indicated being “not at all” satisfied. (41% gave a rating here; n = 19.)

Camps Recreational Sports (19% rated as important). About one-third (32%) were either satisfied or very satisfied with this item while just under one in ten (9.5%) were “not at all” satisfied. (57% gave a rating here; n = 84.)

Of those who rated this service as important for their morale/job satisfaction, two-thirds (67%) were satisfied while no one indicated being “not at all” satisfied. (75% gave a rating here; n = 21.)

Cox Children’s Center (19% rated as important). Almost three in ten (29%) were either satisfied or very satisfied with this item while less than one in twenty (3%) were “not at all” satisfied. (43% gave a rating here; n = 63.)

Of those who rated this service as important for their morale/job satisfaction, just over two-thirds (69%) were satisfied while no one indicated being “not at all” satisfied. (57% gave a rating here; n = 16.)

Services/areas rated as important by more than one in ten

Office of Student Volunteers and Engagement (13% rated as important). Nearly one-quarter (24%) were either satisfied or very satisfied with this item while under one in twenty (3%) were “not at all” satisfied. (46% gave a rating here; n = 67.)

Of those who rated this service as important for their morale/job satisfaction, nearly six in ten (58%) were satisfied while no one indicated being “not at all” satisfied. (63% gave a rating here; n = 12.)