

# Report on Staff Council Staff Survey

*Fall 2023*

## INTRODUCTION

In Summer 2023, the [University of San Francisco \(USF\) Staff Council](#) approved sending a survey to all USF full- and part-time staff to help guide the Staff Council's work on several fronts. The survey had several purposes:

- To discover what staff feel are the most pressing issues facing staff at USF in order to help the Staff Council prioritize current action items and add new priorities to our project list.
- To guide future official Staff Council recommendations presented to Leadership.
- To learn to what extent staff are familiar with the Staff Council and its work, how effective staff perceive Staff Council to be, and ways the Council might improve its effectiveness.
- To gather select demographic information about survey respondents to help contextualize results.

## METHODOLOGY

- The survey questions (see [Appendix](#) at end of this report) were created through a collaborative process led by the Staff Council Executive Board in consultation with the Executive Committee and all active Staff Council members. The questions were then sent to Staff Council liaison Diane Nelson in mid-September, per her request, prior to finalization.
- Survey questions allowed for a mix of quantitative and qualitative responses.
- No answers were required, with the exception of Question 4, a ranking question.
- Qualtrics was the survey instrument.
- The survey was anonymous.
- The survey was open from October 11, 2023 to October 25, 2023.
- The survey was sent via Emma to the email list maintained by Ecommunications for staff-related "Leadership - Not Required" emails. This email list consists of approximately 1.4K employees. Note that any USF staff

who had previously unsubscribed from this “non-required” email list did not receive the survey.

- The survey was sent twice: the first time on October 11, 2023 and as a reminder on October 23, 2023.

## **SURVEY STATISTICS**

### **Survey Engagement Statistics**

Per Emma’s analytics, the statistics for each mailing were as follows:

#### October 11, 2023 Initial Email

1,357 recipients

65% open rate

24% click rate

#### October 23, 2023 Reminder Email

1,357 recipients

64% open rate

17% click rate

### **Survey Response Statistics**

The Staff Survey was taken by 322 total respondents, which is an approximately 23% response rate.

## SURVEY RESULTS

### Staff Priorities

#### Top Three Priorities Overall

Issue	No. of Respondents Who Indicated This Was a Pressing Issue	Percentage of Respondents Who Indicated This Was a Pressing Issue	No. of “Other” Answers that Also Identified This as a Pressing Issue
1. Staff Compensation	185	63%	10
2. Future of University/Financial Health	171	58%	1
3. Staff Morale	136	46%	6

#### Top Three Ranked Priorities

Issue Most-Ranked #1: Staff Compensation (69 ranked #1)

Second Issue Most-Ranked #1: Future of University/Financial Health (60 ranked #1)

Third Issue Most-Ranked #1: Student Retention and Support (21 ranked #1)

#### *Select Quotes about Top Priority: Staff Compensation*

“My biggest concern is compensation. I am personally incredibly overworked, and while I love my job and am good at it, I always think about leaving in the back of my mind because working at USF keeps me living paycheck-to-paycheck. I think if my team and I were evaluated annually specifically to see what all has been added to

our plates, they'd see that we need larger raises/ compensation re-evaluation and certainly a title change or promotion. I wish this were already the culture here because there's nothing like loving your job and place of employment, but feeling like the compensation and recognition is inaccurate/unfair.”

“Staff compensation has not been keeping up with general inflation. U.S. inflation rate for 2020 was 1.2%, for 2021 was 4.7%, for 2022 was 8.0%. Although the projected rate for 2023 is around 4%, we have to consider the cumulative effect of such figures over the course of multiple years. Simply put, salaries at USF have not been keeping up with the actual cost-of-living in the SF Bay Area.”

“Please make sure that staff are represented when important decisions are made, especially around issues of compensation, lay-offs and benefits. This will be increasingly essential as times are getting harder for higher education institutions, especially those that are tuition-driven.”

**Full Priority List**

<b>Issue</b>	<b>No. of Respondents Who Indicated This Was a Pressing Issue</b>	<b>Percentage of Respondents Who Indicated This Was a Pressing Issue</b>	<b>No. of “Other” Answers that Also Identified This as a Pressing Issue</b>
Staff Compensation	185	63%	10
Future of University/Financial Health	171	58%	1
Staff Morale	136	46%	6
Student Retention and Support	121	41%	5
Administrative Transparency	117	40%	2
Staff Workloads/Work-Life Balance	113	39%	4

<b>Issue</b>	<b>No. of Respondents Who Indicated This Was a Pressing Issue</b>	<b>Percentage of Respondents Who Indicated This Was a Pressing Issue</b>	<b>No. of “Other” Answers that Also Identified This as a Pressing Issue</b>
Hybrid/Remote Work Schedules	105	36%	1
Professional Advancement	105	36%	4
Professional Development and Training	95	32%	3
Campus Communication and Collaboration	76	26%	5
Antiracism, Diversity, Equity, and Inclusion	69	24%	1
Benefits	67	23%	3
Facilities and Office Space	62	21%	6
Staff Events and Community Building	45	15%	0
Shared Governance	44	15%	1
Accessibility & Disability Issues	39	13%	0
Staff Awards and Recognition	37	13%	1
Campus Safety	34	12%	0
Performance Evaluation	30	10%	1
Technology Training and Resources	28	10%	0
Staff Affinity Groups	19	6%	0
University Service Opportunities	11	4%	0

Issue	No. of Respondents Who Indicated This Was a Pressing Issue	Percentage of Respondents Who Indicated This Was a Pressing Issue	No. of "Other" Answers that Also Identified This as a Pressing Issue
Community Service	8	3%	0

**Other Priorities Mentioned by Respondents**

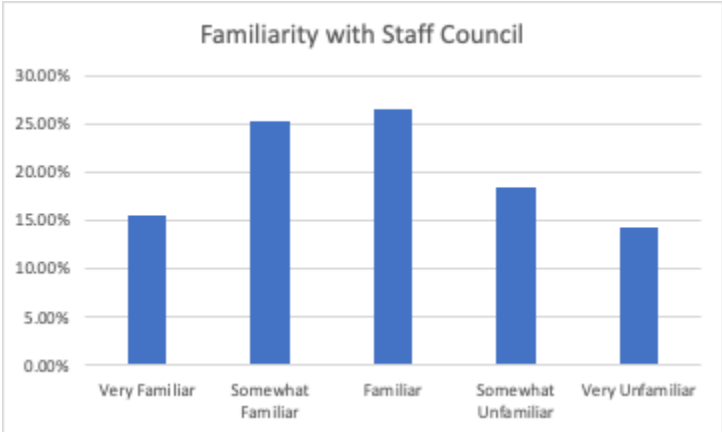
In the "Other" field, where respondents were able to raise other priorities and questions, five respondents indicated that "Staff Retention" is also a pressing issue. Other topics mentioned by individual respondents included (alphabetical order):

- Administration 360 evaluations
- Aligning University strategies/priorities with staff performance and accomplishments
- Branch campus issues, including questions around union membership
- Facility vehicle safety
- Continuing to increase cultural representation at CAPS
- Increasing student scholarships to improve student retention
- ITS hiring/staffing
- More research, collaborative, and student-centric spaces needed
- On-campus affordable child daycare
- Parking
- Title IX office services
- School of Ed facility upgrades, including Club Ed, signage, and meeting spaces
- University divisions accountability/transparency
- Unrepresented staff: no clear line of communication for HR issues/ombudsman

# Staff Council Feedback

## Familiarity with Staff Council

Figure

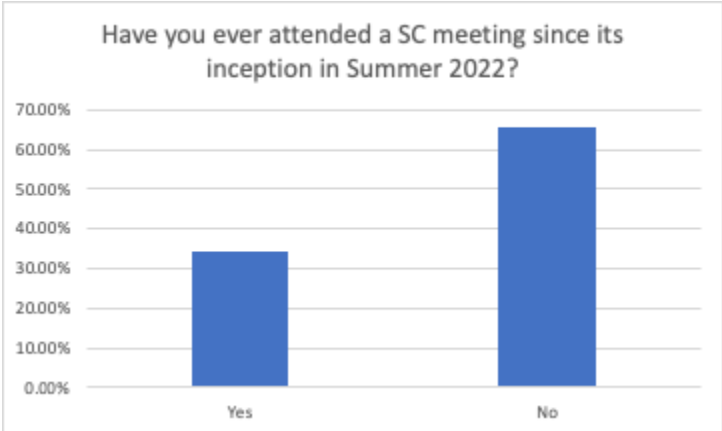


### Summary

Approximately 67% of survey respondents have some degree of familiarity with the Staff Council, while 33% have some degree of unfamiliarity.

## Attended Staff Council Meeting

Figure



## *Summary*

Approximately 66% of survey respondents have not attended a Staff Council meeting, while 34% have attended a meeting in the past.

## Staff Council Effectiveness

### *Staff Council Successes*

There were 144 qualitative responses to the question, “How has Staff Council been successful?” Most responses referenced the following as areas of success:

1. Listening and representing concerns (50 references)
2. Bringing employees together/ the establishment of the Staff Council (46 references)
3. Providing a direct line to the University President/Administration/Board of Trustees (31 references)
4. Good communication with staff (29 references)
5. Increased transparency (18 references)

Other responses noted specific Staff Council accomplishments, such as increasing mental health benefits, advocating for physical One Cards, assisting with accessible building doors functionality, addressing diversity issues, and participating in the staff awards process.

### Select Quotes

“I have worked at USF for 14+ years and will retire at the end of this year. The staff council has been the most encouraging addition to campus life for employees since I began work in 2009. Your transparency, inclusiveness, dedication to building community, respect for everyone's opinion and ability to set goals and move them forward in partnership with USF's leadership is so important. Great job!!!”

“Since we're just at the beginning, just the council's existence is a success. This is a credit to staff who advocated for the council, the steering committee, and the inaugural and continuing council. Putting something into place that has never been there before, including processes, and navigating the tricky terrain of some key



administration's actual commitment to true shared governance (low, despite the strategic planning priorities splashed all across the website), I think the council has made a good start.”

### *Suggested Staff Council Improvements*

There were 88 qualitative responses to the question, “What can Staff Council do to improve its effectiveness?” Most responses referenced the following as areas of improvement:

1. Better market/communicate Staff Council and its work (20 references)
2. More direct staff feedback, including more surveys and expand non-Hilltop voices (11 references)
3. More concrete actions and focus on tangible goals (10 references)
4. More events and networking opportunities (7 references)
5. More direct/effective interaction with Cabinet and Leadership team, including occasional Administration attendance at meetings (6 references)
6. Better education about and collaboration with departments when working on issues (4 references)
7. More staff representation on Board of Trustees subcommittees and other cross-campus committees (3 references)
8. Secure a budget for Staff Council (3 references)
9. Increase staff participation in subcommittees (2 references)
10. More time for staff intros/voices in monthly meetings (2 references)
11. Continue safety awareness and issues (2 references)
12. Better understanding of shared governance, prioritizing shared governance (2 references)
13. Focus on sustainability and balance, particularly in light of USF's financial crisis (2 references)
14. Mentorship program for new Staff Council members (1 reference)
15. Improve processes to present action items to Administration/HR (1 reference)

### Select Quotes

“Host events introducing the SC to staff and others at USF. More outreach is always useful to encourage participation. Continue pressing usf admin for a place at the table where decisions are made.”

“The administration should give the council a budget. It's extremely difficult to

provide staff with morale boosters, trainings, events, community building, etc. without a single dollar allocated to the council by the administration. Many, many university staff councils across the country have at least some money.”

**Shared Governance**

**Staff Council Role**

<b>With Shared Governance in mind, how would you like Staff Council to represent you?</b>	<b>No. of Respondents Who Selected This Answer</b>	<b>Percentage</b>
1. Direct communications with Leadership	152	71%
2. Participatory decision-making	127	59%
3. Partner with University divisions/departments	95	44%
4. Collaboration with faculty and students	74	35%
5. Other	15	7%

**Select Additional Staff Comments**

Staff were given an opportunity to answer a final question, “Please use this space to add any additional comments you would like to share with the Staff Council.” Below are select additional staff comments in response to this question.

“All of the above, but critically by ensuring more responsiveness and engagement by USF Leadership/Administration to more meaningfully address Staff concerns and needs.”

“Inclusivity and resource support for staff at additional locations and remote staff.”

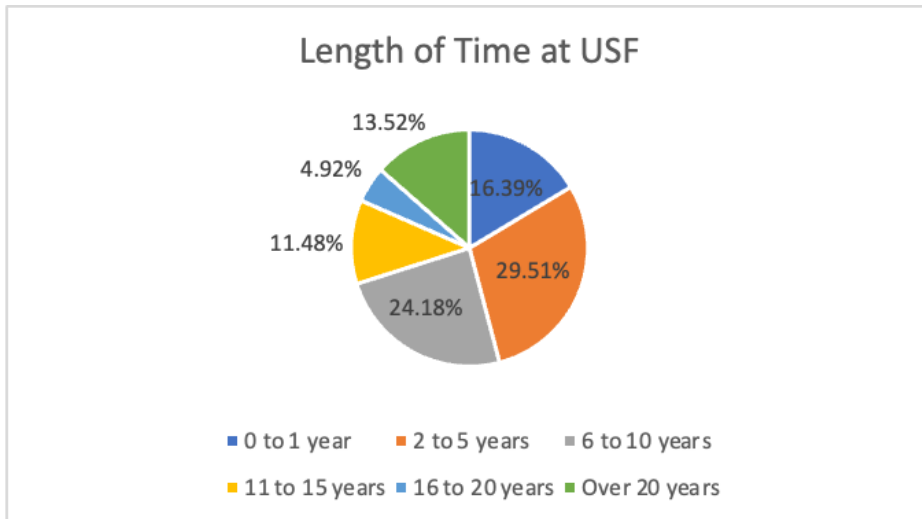
“Advocate for staff retention and support including pay analysis with competing

institutions regularly. Lots of highly talented staff are jumping ship.”

## Respondent Demographics

### Employment Length

*Figure*



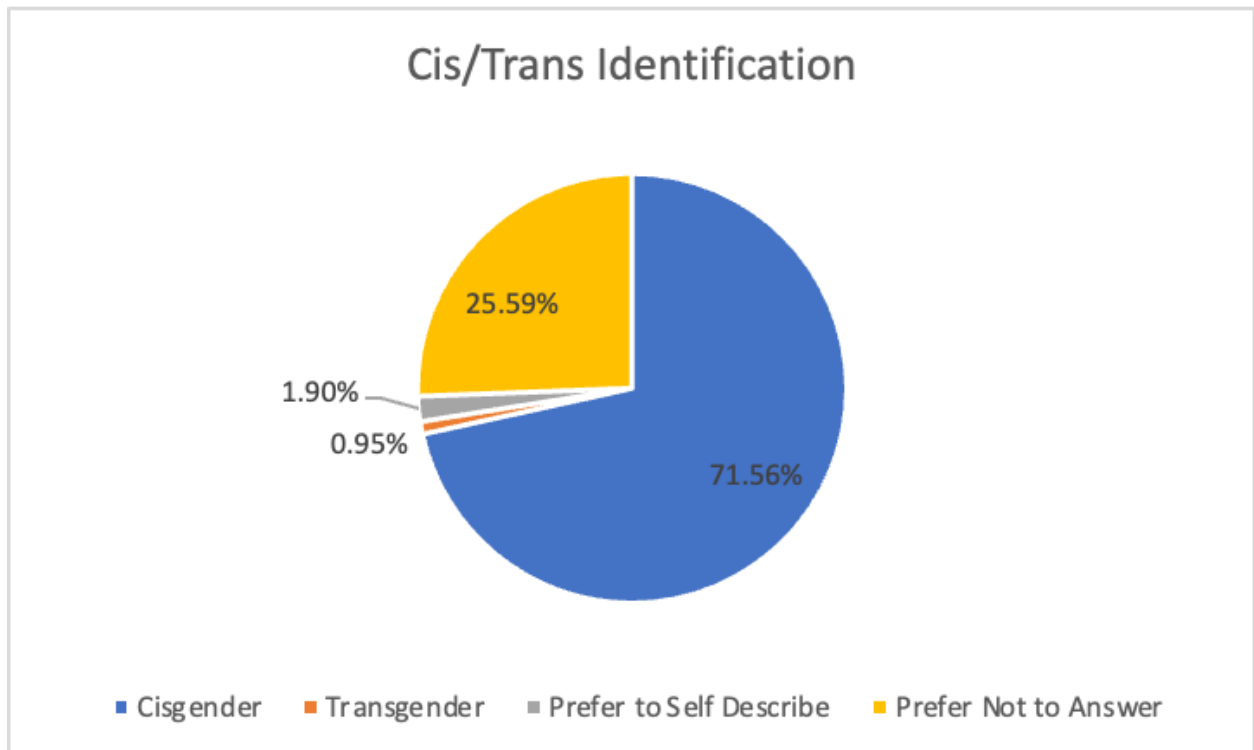
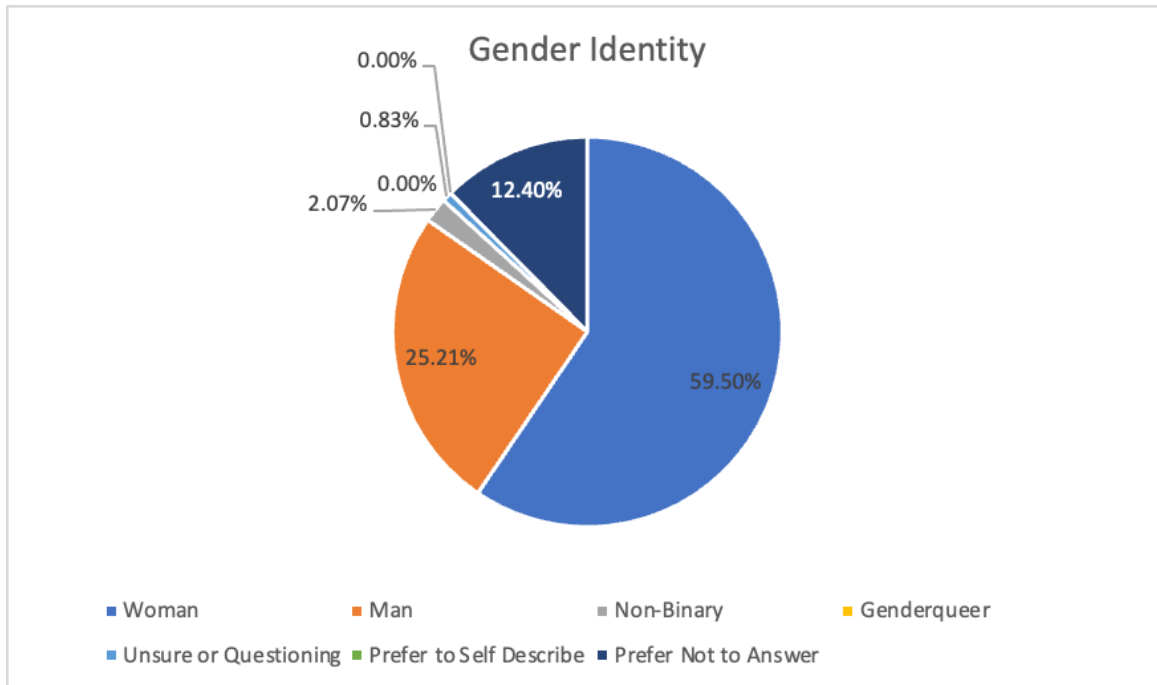
### Employment Status

*Figure*



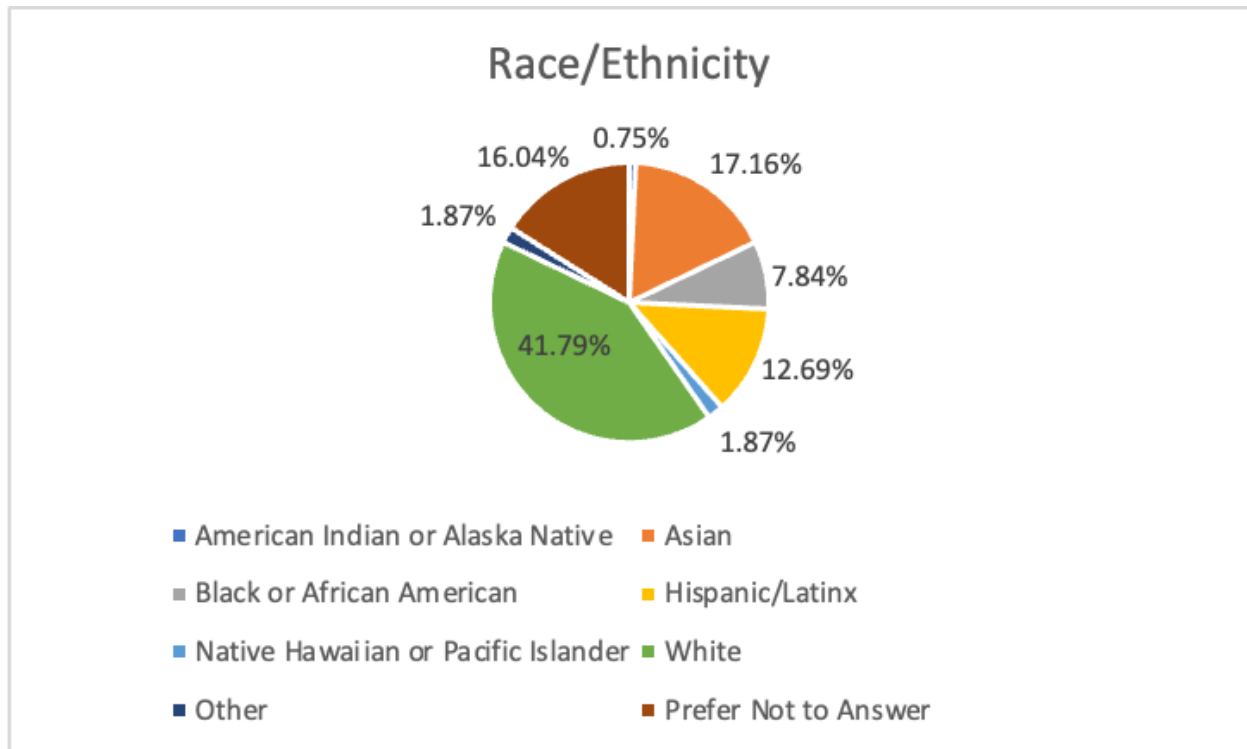
## Gender Identity

### Figures



## Race/Ethnic Identity

*Figure*



## **CONCLUSION AND NEXT STEPS**

### **Conclusions**

The Staff Council survey was sent to 1,357 University of San Francisco staff members, of which 322 completed the survey. USF staff are concerned about a myriad of issues, of which staff compensation, the future of the university/financial health, and staff morale arose as the top three pressing concerns. These were followed closely by student retention and support and administration transparency. These concerns should be taken as a top priority for the USF administration and the Staff Council in order to address staff concerns and improve staff effectiveness and morale on campus.

In addition to understanding staff priorities and concerns, this survey allowed staff to express how much familiarity they had with and the extent of their confidence in

the Staff Council. While 67% of responding staff expressed familiarity with the Staff Council, 66% of responding staff have never attended a Staff Council meeting. This indicates that the Staff Council has visibility by name on campus, but needs to work to improve staff involvement. Staff also provided positive feedback for the Staff Council, including stating that the Staff Council has been successful in listening to staff concerns, providing direct communication to the President and Administration, and increasing transparency. Staff respondents also believe that the Staff Council can improve in areas, such as the promotion of its work and accomplishments, including more staff at-large conversations, and including non-Hilltop campus staff voices.

As written in the Staff Council's mission statement, the Staff Council will "participate in shared governance to facilitate positive and collegial communication in support of the University's Mission, Vision, and Strategic Plan." Given this focus, staff shared their thoughts on the role of the Staff Council in shared governance on campus. Most particularly, staff would like the Staff Council to be in direct communication with the President and administration, involved in participatory decision-making, and collaborate meaningfully with faculty and staff.

This survey provides the Staff Council and USF administration with a focus for improving and addressing the needs of staff at USF, including concrete feedback from staff and a launching point for improvement. The Staff Council will continue to survey the staff in the future to meet the ever-changing needs of staff.

## Staff Council Next Steps

The Staff Council will take the following actions to address the information gathered from this survey:

- Determine specific action items to be addressed in alignment with the survey information and staff suggestions.
- Review current Staff Council action items (via subcommittees) to determine changes and updates. These action items may follow through this term into the following term, until the next staff survey.
- Develop requested actions for the Administration, informed by input from

Staff Council members and staff as a whole.

- Send a letter to the Administration with requested action items to be addressed.

## APPENDIX: STAFF SURVEY QUESTIONS

**Q1.** How familiar are you with USF's Staff Council?

**Q2.** Have you ever attended a Staff Council meeting, since its inception in Summer 2022?

**Q3.** In your opinion, what are the most pressing issues facing staff at USF today?  
(select all that apply)

Accessibility & Disability Issues

Administrative Transparency

Antiracism, Diversity, Equity, and Inclusion

Benefits

Campus Communication and Collaboration

Campus Safety

Community Service

Facilities and Office Space

Future of University/Financial Health

Hybrid/Remote Work Schedules

Performance Evaluation

Professional Advancement

Professional Development and Training

Shared Governance

Staff Affinity Groups

Staff Awards and Recognition

Staff Compensation

Staff Events and Community Building



Staff Morale

Staff Workloads/Work-Life Balance

Student Retention and Support

Technology Training and Resources

University Service Opportunities

Other/Open text box provided for custom answers

**Q4.** You selected the below issues as the most pressing facing USF staff. Please rank your top three issues in order of importance (with number one being the most important). **[Note: Only required survey question]**

**Q5.** USF is in the beginning stages of creating shared governance on campus. Shared governance entails a body of representatives of staff, students, and faculty who come together with a goal of improving lines of communication and ensuring participatory decision-making with administration.

In what ways do you feel the staff council has been successful?

**Q6.** Is there anything you feel the staff council can do to improve its effectiveness?

**Q7.** With shared governance in mind, how would you like the Staff Council to represent you?

Collaboration with Faculty and Students

Direct Communication with Leadership

Participatory Decision-Making

Partner with University Divisions/Departments

Other/Open text box provided for custom answers

**Q8.** Please use this space to add any additional comments you would like to share with the Staff Council.

**Q9.** How long have you worked at USF?

0 to 1 year

2 to 5 years

- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- Over 20 years

**Q10.** What is your employment status?

- Full-time
- Part-time

**Q11.** Please describe your gender identity.

- Woman
- Man
- Non-binary
- Genderqueer
- Unsure or questioning
- Prefer to self-describe (text box provided)
- Prefer not to answer

**Q12.** Do you identify as:

- Cisgender
- Transgender
- Prefer to self-describe (text box provided)
- Prefer not to answer

**Q13.** With which race/ethnicity do you identify? (select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic/Latinx
- Native Hawaiian or Pacific Islander
- White

Other (text box provided)

Prefer not to answer