

## UAA Faculty Morale Survey – August 2016

These are the results of a survey of UAA faculty conducted from August 17-22, 2016 by the Faculty Senate. The survey was administered on-line using Qualtrics. An emailed invitation describing the purpose of the survey and providing a link to access it was sent to the UAA Faculty listserv.<sup>1</sup> There were 380 surveys completed, though not all respondents answered all questions. This should be noted when interpreting the tables and graphs below.

The survey (included in the Appendix) had four questions for all respondents plus two additional contingent questions that were presented to the respondent based on their answers to previous questions. Three of the questions were close-ended; frequency distributions are presented in graphs and tables. The remaining questions were open-ended and solicited written comments. These data were analyzed using the “text” feature in Qualtrics, which entailed categorizing comments and counting the number of comments within each category. A sample of representative comments within those categories is included in this report.

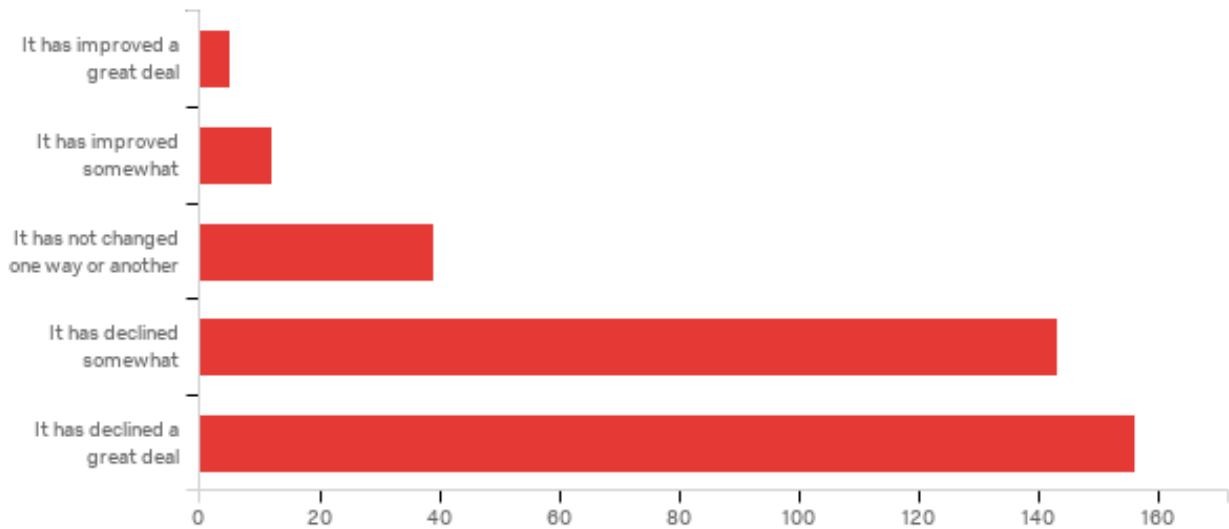
### In the past year, how has your morale as a UAA faculty member changed?

Answer	%	Count
It has improved a great deal	1.41%	5
It has improved somewhat	3.38%	12
It has not changed one way or another	10.99%	39
It has declined somewhat	40.28%	143
It has declined a great deal	43.94%	156
Total	100%	355

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<sup>1</sup> The invitation to participate in the survey was inadvertently sent to the UAA staff listserv as well. The latter group was quickly advised not to complete the survey, but some staff members may have participated to some degree. It is not possible to separate faculty responses from staff responses.

## UAA Faculty Morale Survey – August 2016



**What are the major factors that have led to a decline in your morale? [asked only of respondents who indicated their morale had declined somewhat or a great deal]**

Concerns about the budget were mentioned by 109 of 287 respondents (40 percent) who wrote answers to this question. Faculty said that because of budget cuts, departments are losing valuable colleagues, faculty workload is impacted, staff are overworked, and other positive aspects of the job (such as travel and benefits) are at risk:

*Financial cuts to the institution that mean we are forced to work with antiquated computers "until they completely die," still paying ridiculous amounts of money for a terrible health care plan, mileage reimbursement taken away, and overall the negative and fearful attitudes about our dire straits due to budget.*

*Library budget cuts reduce available articles, are priding a direct impact on my ability to complete research.*

*UAA just seems to be spinning its wheels in many areas. Constant threats of budget and programmatic cuts are no help. Lots of planning and meetings but few real results. Sad to see the continued erosion of the community college mission.*

Many faculty (62 of 287 responses, 21.6%) cited uncertainty for themselves and their departments (and the university as a whole), largely due to budget concerns, as a reason for their declining morale:

*Budget cuts and uncertain future - both personally and for the University.*

*Uncertainty about the future of our majors, our department, and our university.*

## UAA Faculty Morale Survey – August 2016

*Uncertainty of outcomes/impacts of Strategic Pathways changes.*

*Uncertainties in defining the University's direction...not knowing what programs will be cut and who will be laid off.*

*Budgetary decisions made to keep upper administration positions at the cost of critical faculty and students support positions.*

*Fiscal uncertainty has created a climate of us-versus-them with departments competing rather than taking the approach of, "we're all in it together." People are much more insular and reclusive, avoiding one another rather than coming together for a collaborative and creative response. But generally, people feel powerless and too "in the dark" to do much of anything anyway.*

Another common theme (57 of 287 responses, 19.9%) was concern about decision-making, be it the quality of the decisions being made, lack of transparency in the process, top-down decision-making, or little faculty involvement.

*The timing of many decisions (made over the summer when faculty are not around to object)*

*Difficulties with bureaucratic decisions that impinge on ability to carry out basic mission*

*Decisions are being made locally and at statewide that seem to be ignoring faculty input, or sidestepping the process of faculty governance. It is discouraging to see funding to the university cut and the immediate real impacts on our student and faculty as well as the expected longer term negative impacts. I am beginning to see talented faculty leave the university and I worry about the future of our institution. Greater thought needs to go into the sustainability of decisions that are being made to deal with budget cuts.*

*The lack of opportunity to advocate for the department in which I teach as part of the decision-making*

*No communication from the Dean's office. They make decisions that affect many people but only consult very few people who are not involved in the day to day work.*

*The higher ups in the UAA system make a great deal of decisions on our behalf, without understanding (or caring) what actually happens on a day-to-day basis in our classrooms.*

*A sense of helplessness as others, far far above even this campus' level make decisions with no known basis.*

## UAA Faculty Morale Survey – August 2016

*I'm mostly bothered by top-down decisions by people who are not educators making corporate-model decisions that seriously affect students, those who teach these students, and education throughout our state.*

*I see decisions being made by leadership (especially statewide) who do not understand the implications or ramifications of what they are proposing. I've seen a serious threat to academic freedom and our ability to best serve our students by decisions to force standardization where it won't actually improve teaching and learning (or transfer rates!). Finally, the budget context along with legislative proposals for guns on campus have created a dark cloud over the institution. This is the first year I've ever thought about leaving. I love Alaska and working at UAA but I don't want to be at an institution where faculty aren't allowed to do what's best for students and to make our community and campus strong. And I fear that decisions from Fairbanks and Juneau may leave us in that place.*

*The perception that Big Decisions about the future of UAA are being made by people with little background in higher education who reside far from the place where we live and work, and have little connection to the region and communities we serve - the sense that we have a new cycle of Big Priorities and Big Changes with each new group of administrators. The latest round of Big Changes has come with the message that these changes will happen much more quickly than is usually the case. We're intelligent people. We recognize that the state faces fiscal challenges. But it seems like the fiscal crisis represents a chance to gut the University (or Universities -- UAF, UAA, UAS). We have a dedicated group of faculty here and have grown into an amazing institution, but now people seem to be leaving or looking to leave or just waiting for the other shoe to drop up at Statewide.*

*Decisions like the email migration have felt Trumpian in their rushed mandate.*

*There has been no evidence that any of these changes have saved funds, increased resources, or made anything better... I used to see UAA as a juvenile institution finding our way. Now, I question the knowledge and ability of our leadership. More and more, I see UAA the way the community does: as a rinky dink community college that has no idea what we are doing.*

There were multiple (n=67, 23.3%) generally negative comments about administration, concerning issues such as favoritism in allocation of workloads, poor communication with faculty, reduction of administrative support, and administrative incompetence:

*UAA has a heavy faculty workload and then the administration continues to invent new things for faculty to do. Everything I do at UAA they make 10 x harder than it needs to be. It is like they try to make things complicated and difficult. They are constantly*

## UAA Faculty Morale Survey – August 2016

*changing things like the email system. It is inconvenient and time consuming for faculty to migrate email systems.*

*The administration in my division. They pit the students against the faculty and believe the students over the faculty. After years of being told I'm incompetent, I'm beginning to believe it and am thinking about leaving teaching.*

*The feeling that administrators are "out to get" faculty members. There is less and less support for what we do (very little help from administrative staff, classroom equipment/furnishing in poor shape and OSP/IRB is a mess) and yet we are asked to do more and more without any recognition of all of the work that we already do. We have an ongoing leadership vacuum.*

*I feel the administration does not value my input. But most of all, I feel the community and most political leadership fail to value the university. It seems as though we have very few effective advocates among the higher administrative ranks. The bureaucracy within the university has been lackluster since I've been here ([over five] years now), and it has gotten worse. State leadership, with several notable exceptions, would rather defund and shut down the university than have to support it financially. That said, the university is so poorly run that I find myself struggling to defend it. I've yet to hear a case made why exactly we need a statewide administration.*

*With some exception we continually recruit administrators that have little vision and leadership ability. This leads to the faculty/staff picking up administrative tasks which reduces time available for improvement in their areas. Additionally, administration seldom if ever views the faculty/staff as an asset. We are seldom asked (except in a perfunctory way) for input or to solve problems. We all know what needs to be done, we need true leaders that are confident enough to admit that they don't have all the answers and even greater bravery to implement solutions from those in the trenches.*

*An administration that plays the favoritism game by distributing uneven workload.*

*There is also increased red tape, slower, less efficient processes, and devolution of administrative tasks to faculty in seemingly every aspect of the university, but especially in travel and sponsored research.*

*The travel system is ridiculous. The average time for a travel reimbursement is approximately two months! It's a very unkind way to treat faculty who are doing work that promotes the institution.*

*Endless directives from administration and the regents to do meaningless, harmful projects: Common calendar, common course blocks, Google migration, SIBL, and underage student enrollment policies, etc.*

## UAA Faculty Morale Survey – August 2016

*Perceptions about us-versus-them with administration, faculty being treated less like the professionals they are and more like hourly employees. Don't manage to the minority. In other words, don't punish all the conscientious faculty for a few that aren't doing what they should be.*

Other comments concerned workload (n=34, 11.8%), in particular increased workload due to cuts in administrative staff and other faculty. Loss of term faculty was also noted as a concern by 21 respondents, because it results in more and larger classes and increased service loads for remaining faculty. Loss of colleagues, be they term or otherwise, was mentioned by several respondents as a factor contributing to their low morale. Other respondents pointed to the reduction in workload for some term faculty. The recent migration to Gmail was an issue for some respondents, many of whom listed this as one of many initiatives that are foisted on faculty with little consultation and little apparent benefit.

*Staff positions not hired or reduced, causing significant workload increase for faculty to deliver the same quality for students.*

*Budgetary uncertainties leading to declines in support for faculty professional development, travel, purchasing normal equipment/supplies, printing, etc.*

*There is also increased red tape, slower, less efficient processes, and devolution of administrative tasks to faculty in seemingly every aspect of the university, but especially in travel and sponsored research.*

*UAA has a heavy faculty workload and then the administration continues to invent new things for faculty to do. Everything I do at UAA they make 10 x harder than it needs to be. It is like they try to make things complicated and difficult. They are constantly changing things like the email system. It is inconvenient and time consuming for faculty to migrate email systems.*

*Increased faculty teaching workloads in part due to short-sighted reductions in term and adjunct workloads that resulted in many leaving UAA.*

*I just returned to work and encountered many surprises, none of them good. Gmail is a disaster as I am having to spend hours of time that I would like to be using to prepare for my classes, that I have to use to get Gmail and its Calendar feature in a workable configuration. Part of the fall preparation I am having to do is rewrite my syllabi to include two work days that I have never had to teach in the past. I am not looking forward to telling all of my students that they will have to delay/reschedule their Thanksgiving travel. I cannot answer my students' questions about the destiny of their chosen program of study, nor do I know what my future is in the profession I love.*

## UAA Faculty Morale Survey – August 2016

### What do you think could be done to (further) improve morale among UAA faculty?

Survey respondents were asked one version of this question depending on how they answered the previous question about changes in morale. Those who said their morale had increased to any degree were asked how to further improve morale, while other respondents were just asked how to improve morale. Both sets of responses are discussed together here.

Out of 304 responses, 64 (21.0%) described better communication as something that could be done to improve morale.

*Communicate with faculty and seriously consider their input before making decisions that affect our future. And then, take a little time to implement changes rather rush into them without time for us to prepare for them.*

*The upper administration needs to ensure it communicates with folks in the trenches to let them know what is happening and when. There is too much misinformation floating around. Give us the facts.....give us updates and let us deal with the reality of our new budget climate. The misinformation, gloom and doom is trying. How about a monthly "this is what is new" post from the Chancellor???*

*Our Dean doesn't even know what is happening with strategic pathways and has only been able to guess at what the UA leadership is trying to do, why, and how. The upper level leaders are holding their cards especially close, so we don't even know what is happening at our university. I learn more about what is going on at UAA than I do from my Dean, Provost, or Chancellor. This is a sad, sad, state of affairs. We aren't the first state or university to face budget cuts. Perhaps we could learn from other universities and states how to effectively navigate this. Here's a tip: when you don't provide information, people make shit up and circulate speculations. The effects of this lack of info is like an infection on faculty morale.*

*I recognize UA is in a terrible fiscal spot, with scant time to effect savings while safeguarding the ability to carry out its mission. That said, imparting a sense of fairness in the process, giving more voice to faculty and staff, and having more frequent and detailed communication from the UA president, campus chancellors, etc. would help. As would more communication about impacts to statewide and individual campuses and their units.*

A few faculty respondents were satisfied with communication on the part of administration.

*The Administration has done a really great job of being transparent with the budget and have been open to feedback from faculty and students. I'm not sure if anything else could be done - we are in a budget deficit and that is painful - Administration should*

## UAA Faculty Morale Survey – August 2016

*continue to be as present and open as possible and also address how we can successfully re-invent ourselves in a new budget reality. I think there needs to be more emphasis on 're-modeling' UAA in a creative and innovative way.*

*Show a clear path forward. Uncertainty erodes confidence. The administration is already doing a good job trying to be transparent... please keep it up!*

Involvement by faculty in decision-making was mentioned in 58 of 304 responses (19.1%).

*Avoid making unilateral decisions and avoid the efforts of statewide (and UAF) to put policies in place that may not be ideally suited to UAA. To the extent possible, incorporate faculty input into difficult decisions to soften the blow by giving them voice and possible impact on decisions that affect them (and their students and research programs).*

*Have less of the top-to-bottom decision making with little faculty input.*

*Communicate with faculty and seriously consider their input before making decisions that affect our future. And then, take a little time to implement changes rather rush into them without time for us to prepare for them.*

*I really believe in UAA as an institution, and in the long run I think we'll be fine. We have some issues, but there are a lot of very talented faculty who are in it for the long haul and I believe that our administration is responsive to our needs. The problem is the consistent interference from Statewide without consultation and with ridiculously short timelines to implement sweeping changes. I don't know what the UAA FS can do about that, though.*

*Closer connections to administrators who are decision makers. For example, last year the provost had a number of meetings with different faculty groups. I appreciated his willingness to do that in such a difficult climate and I also appreciated his willingness to listen. During the meeting that I attended the provost was open and non-defensive. I would like to see more of those connections being made. I would also like to see that our administrators demonstrate that they are on our side as well as at our side.*

*Include more faculty in the overall decision making level. Communicate before and during a change in process or procedures, not just when it is a done deal.*

*We need to first of all have faculty see how they can have a voice in what is happening. Not just listening sessions or surveys but genuine empowerment. In some cases, this means telling deans who are misbehaving and not following process that they can't do that anymore. In other cases, it may be creating a number of opportunities for faculty to participate in decision making alongside administrators. Having faculty sit on committees and in meetings with the Chancellor's Cabinet, Deans and Directors etc. -*



## UAA Faculty Morale Survey – August 2016

*understanding that there are times when due to our status faculty can't be in the room, but still putting them in these places. And having the selection of faculty representatives be made by faculty to quell criticism of the sort that happened with prioritization.*

There were 39 comments (12.8%) about leadership at UAA or UA. Some comments were critical of various leaders, calling for replacement of some of them. Other comments suggested things our leadership could do to improve morale, while a few respondents were less hopeful that anything could be or would be done.

*I would like to see our leaders step up to inspire us at a time when things look pretty bleak. This is a good time for the Chancellor and Provost to start rallying the troops and building a positive future for UAA.*

*Increased communication is a good start. The Chancellor and UAA leadership need to be more visible.*

*Faculty and administrative leadership could partner on presentations and discussions for other faculty and administration. Both of these important groups could show that they are working together in the best interest of UAA and trying to bridge UAA from previous years with better budgets to coming years with potentially smaller budgets.*

*UAA leadership needs to show they are fighting for UAA and Anchorage which means being willing to publicly call-out the President, the BOR and leadership of other campuses when they cherry pick data, make nonsensical statements or false statements.*

*When you watch your department lose faculty lines and essential support staff (which can, in many cases, ruin the end user (student) experience at the University) you start to wonder why the leadership is not reducing their own salaries by 10 percent. It would be a symbolic gesture, but it would soothe many bruised loyalties.*

*Hold administrators responsible for their decisions, mandate that core educational infrastructure be uncompromised despite budget problems, even if upper administrative positions must be lost.*

*In talking to colleagues, there is not a lot of confidence that current administrators care about their jobs and the impact they have on the long term UAA mission. That they are just here waiting for spouses/themselves to retire or because higher administrators know they won't shake up the system or be contrarian.*

*For leadership to stop with political stunts that make the university look proactive in the eyes of dimwitted legislators, but hurt everyone else.*

*I have no confidence in UAA leadership's ability to fix this issue.*

## UAA Faculty Morale Survey – August 2016

*I do not believe that the current administration has any intention of attempting to improve morale.*

Another recurring theme, mentioned by 22 respondents (7.2%), was the need for recognition of faculty. Some respondents said they wanted faculty to be treated like they are respected and valued for their work.

*Administrators should work to reassure faculty that they are valued while acknowledging that as funds decrease fewer services will be provided and the quality of UA's education will be diminished.*

*Respect and value for the work of faculty - anything that will increase the trust.*

*The administration needs to demonstrate that they care about faculty well-being. Right now, they are not making that clear.*

*Treat us like we matter and that our contributions/expertise matter.*

*Good luck. It starts with respect as a genuine and core value, rather than token acts that are meant to make us feel valued. That's like putting home-made raspberry jam on moldy bread.*

*Awarding 2015-2016 AY Chancellor's Awards would help.*

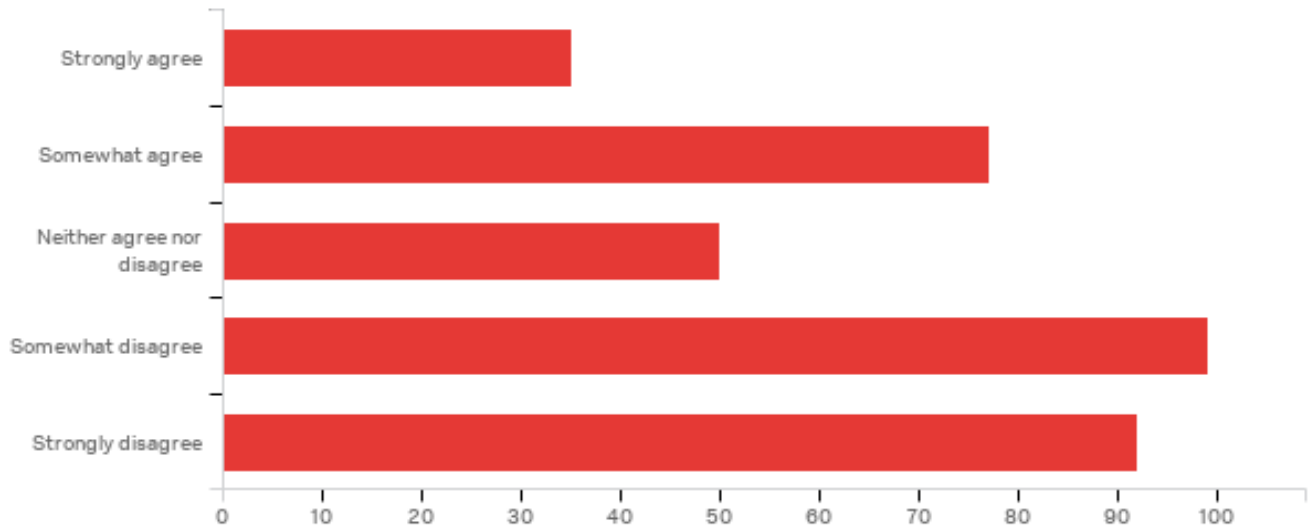
*More respect for faculty and including more in overall decisions. The lack of respect around the university astounds me and over the years it has grown worse.*

*I feel that there is a very severe divide between faculty and administration. There is disrespect going both ways. I think we need to find a way to change this. If faculty don't feel respected and administrators are viewed as evil, it will be very hard to boost morale.*

## UAA Faculty Morale Survey – August 2016

I feel positive about the security of my job as a UAA faculty member.

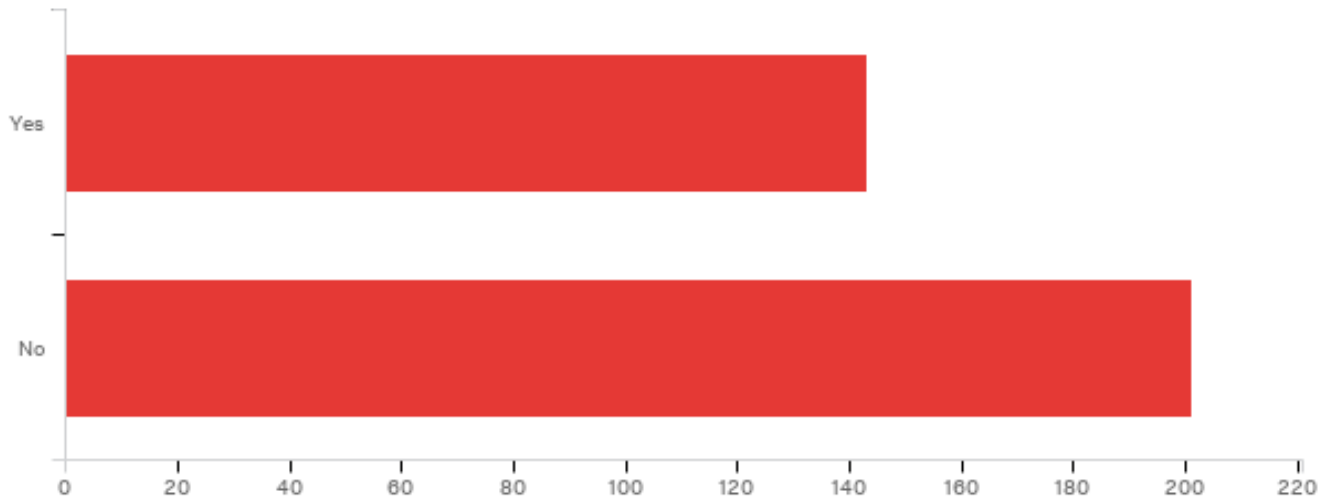
Answer	%	Count
Strongly agree	9.92%	35
Somewhat agree	21.81%	77
Neither agree nor disagree	14.16%	50
Somewhat disagree	28.05%	99
Strongly disagree	26.06%	92
Total	100%	353



## UAA Faculty Morale Survey – August 2016

### I am actively looking for employment outside UAA.

Answer	%	Count
Yes	41.57%	143
No	58.43%	201
Total	100%	344



### What are the top three reasons you are actively seeking employment outside UAA?

Only respondents who reported they were actively seeking employment outside UAA were asked this question. There were 129 responses. Concern about job security was mentioned by 49 respondents (38.0%). Negative work environment was cited by 39 faculty members (30.2%). Other important reasons given by respondents included issues with leadership and the administration (n=34, 26.4%), low pay or other personal financial concerns (n=34, 26.4%), and lack of respect shown to faculty (n=25, 19.4%).

*With my future here uncertain, I want to find a new job before I (possibly) lose this one.*

*I've watched other faculty leave and I'm frightened to be one of the rats who goes down with the ship.*

## UAA Faculty Morale Survey – August 2016

*Though my work is highly valued by the College I work in, my program could disappear in a heartbeat.*

*The loss of faculty due to insecurity will lead to departments falling apart faster than suggested due to budget cuts alone.*

*We don't know how much the budget cut will be until the end of the fiscal year, but applications for jobs elsewhere need to be done up to a year before starting a new position. If the state economy is headed for disaster, as so many experts predict will happen without major changes to state revenue sources, I worry that I'll both lose my job and be unable to sell my home here. I'm not yet tenured so this is a very scary yet real possibility. I'm feeling tired of the uncertainty surrounding job security at UAA. It's incredibly draining to do the work required to advance toward tenure, yet wonder if my position will last long enough for that work to pay off.*

*The fiscal climate at UA is causing me a great deal of insecurity. UAA serves as an open access university. It seems that services are being cut that are essential to student retention and this puts a greater burden on faculty to "produce" results. I do not feel that the current UA administration is focused on academics. They are more focused on producing a corporate model.*

*Turnover rate too high among staff and faculty; campus is no longer warm and friendly.*

*Erosion of morale and sense of mission.*

*Perhaps the question you should be asking is why would anyone NOT want to be looking for a less stressful, more stable situation than the current one.*

*The climate at UAA. Communication has always been lacking, but it seems to have gotten to the point where just about everything is now a big secret and things are being sprung on us as a UAA community as a done deal. I do realize that not everyone will be happy with the decisions, but a lot of times I believe that at least some of the people who are making the decisions do not really understand the impact many of these decisions have on the employees (faculty and staff), and therefore the UAA community members and Anchorage and surrounding communities.*

*Not interested in working at a second- or third-rate institution that can't supply the quality professors, educational resources, and infrastructure university students deserve.*

*University (by that, I mean my university - UAA) is being returned to its previous state as a community college. No desire to work at a community college.*

*I no longer trust the integrity of the administration. I am weary of being threatened that my position will be eliminated if I do not engage in questionable work tactics. I no longer find joy in the workplace.*

## UAA Faculty Morale Survey – August 2016

*It is no fun to work at UAA any longer.*

*I have little to no confidence in the administrative leadership to defend the interests of the faculty or seriously incorporate the views of faculty, particularly younger faculty such as myself.*

*Overbearing and non-performing higher administration.*

*Too much micromanagement*

*Statewide administration is bloated and diverting funding from faculty to administration.*

*The administration is ineffective. We had a very stressful situation in our department for years and they basically failed us.*

*Poor management decisions by department chair through president and board of regents has given the quality of UAA's programs and students a lower priority than for example, the funding of huge expensive buildings with massive research labs, with an inadequate number of classrooms and faculty offices on both UAA and UAF campuses.*

*Fear of what may happen due to the idiocy of looking at single accreditation and the inept way that the strategic pathways is being rushed.*

*I am not certain I want to continue to work for an employer that unilaterally mandates new policies and procedures.*

*Salary. Salary. Salary.*

*It is not clear that the job, with all the constant niggling incompetent changes by management, is going to be worth the low pay - I can make twice as much (or more) working in the private sector in my profession - and I've had offers I've turned down to continue teaching.*

*The high cost of living in Alaska erodes total wealth and earnings.*

*There is greater security (hard funding) and higher wages in other sectors. The future at UAA looks bleak for a considerable length of time.*

*Pay has not kept up with similar positions at other Universities.*

*I don't feel valued after many years here.*

*I feel all my hard work has not been validated.*

*Feeling marginalized and disposable after teaching here for 21 years.*

## UAA Faculty Morale Survey – August 2016

*I feel that my experience and knowledge have been less valued by the institution over the past few years. Decisions made in the past couple of years, if not remedied, will directly and significantly affect the programs I work with in a negative way. I believe that the quality of all programs at the university will deteriorate if things can't be turned around and I don't want that to be part of my personal legacy.*

*UAA does not value me and the work that I do.*

*Due to administrative actions, I feel unappreciated and dispensable.*

*Utter lack of appreciation.*

*Just tired. Tired of CONSTANTLY having to justify my profession, my research, my teaching, and on... I work my ass off. For what?!*

There was no question on the survey asking about faculty status, but many answers to this question seemed to come from adjunct and term faculty, who expressed concern both about their low pay and the precarious nature of their employment at UAA.

*It is clear that no positions are safe as we enter another year of budget cuts at UA. I would prefer to stay in my job at UAA, but feel it is necessary to have a backup plan in case my contract is not renewed for 2017-2018.*

*As an adjunct, I am never sure I am going to even have classes to teach. and UAA seems actively to be discouraging use of adjuncts.*

*Not receiving as many classes as I used to teach. (I would teach four to five in the academic year and now am down to two). I want to teach, I enjoy students, and I enjoy academic inquiry (research). I have expertise that is not appreciated.*

*Due to workload reductions this year I am doubtful that I will be able to provide for my family in this position.*

*My low pay as an adjunct forces me to seek additional forms of income elsewhere although I am, in general, quite pleased with my work environment here.*

*Uncertainty if there is a job for me each year.*

*I never know if I am teaching a certain class or not until a week before the start of each semester when I get my contract for each class. I never know what my paycheck is going to be, if at all... The job not only pays very little (given that adjuncts can teach no more than 15 credits a year), it provides no benefits.*

*I already got one letter of non-retention, then was surprised (and elated) to be offered 1/2 of my job back. I know it is inevitable next May, and I don't want to have to search at the last minute.*

## UAA Faculty Morale Survey – August 2016

### Appendix

#### Faculty Climate Survey August 2016

The UAA Faculty Senate needs your help. Please take a few minutes to answer this short survey that asks you about how you feel as a faculty member at UAA. Results from this survey will be used to help inform administration during the FY18 budget meeting next week. They have requested feedback from the faculty on their morale.

Your responses are anonymous. The survey is entirely optional. You can choose not to answer any or all questions.

If you have any questions about this survey, you can contact Sharon Chamard, Faculty Senate 1st Vice President, at 786-1813 or [sechamard@alaska.edu](mailto:sechamard@alaska.edu).

In the past year, how has your morale as a UAA faculty member changed?

- It has improved a great deal
- It has improved somewhat
- It has not changed one way or another
- It has declined somewhat
- It has declined a great deal

Answer If In the past year, how has your morale as a UAA faculty member changed? It has declined somewhat Is Selected Or In the past year, how has your morale as a UAA faculty member changed? It has declined a great deal Is Selected

What are the major factors that have led to a decline in your morale?

Answer If In the past year, how has your morale as a UAA faculty member changed? It has declined somewhat Is Selected Or In the past year, how has your morale as a UAA faculty member changed? It has declined a great deal Is Selected Or In the past year, how has your morale as a UAA faculty member changed? It has not changed one way or another Is Selected

What do you think could be done to improve morale among UAA faculty?

Answer If In the past year, how has your morale as a UAA faculty member changed? It has improved a great deal Is Selected Or In the past year, how has your morale as a UAA faculty member changed? It has improved somewhat Is Selected

What do you think could be done to further improve morale among UAA faculty?



## UAA Faculty Morale Survey – August 2016

I feel positive about the security of my job as a UAA faculty member.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

I am actively looking for employment outside UAA.

- Yes
- No

Answer If Yes Is Selected

What are the three top reasons you are actively seeking employment outside UAA?