Dear Faculty and Staff Colleagues,

The UNC System Employee Engagement Survey is a project developed to measure workplace and employee engagement. The survey will be conducted in February 2020 by ModernThink LLC, an independent research and consulting firm that specializes in higher education workplace quality assessment. Survey participation is voluntary and completely confidential.

The engagement survey collects data about how faculty and staff view the university as a place to work, and will help the UNC System identify areas of strength and needed improvements at each institution. The data collected in 2018 established a baseline metric for engagement to track over the course of this initiative. The 2018 survey participation rate for UNC Asheville was 64 percent, indicating a strong desire to make your opinions known for the benefit of our campus community.

Based on the results of the 2018 survey, employees at UNC Asheville greatly value our liberal arts mission, are positive about their departments, are generally satisfied with their workplace, and have a sense of pride and connection to UNC Asheville. The survey results indicated that there is an appropriate recognition of innovative and high quality teaching, and a sense that the institution actively contributes to the community surrounding Asheville. Employees are positive about their departments and reported that their job makes good use of their skills and abilities, and that they are given the responsibility and freedom to do their jobs.

The 2018 survey also revealed key areas for improvement with regard to communication, resources and system policies. Results indicated that employees are frustrated with the frequency and quality of communication and transparency between departments, and between upper level administration, staff, and faculty; employees do not feel like they have the resources that they need to do their job well and achieve their goals; and employees are frustrated with UNC system policies related to yearly performance reviews and career advancement.

Full results from the 2018 UNC System Employee Engagement Survey results can be found [here](https://hr.unca.edu/employee-engagement-survey). A goal of the survey is to allow the UNC System and our faculty and staff campus leadership to address those areas where employee engagement challenges may exist and to recognize those areas that are successfully fostering employee engagement. Over the past 18 months, a wide variety of initiatives have been undertaken to address the areas for improvement outlined in the survey results.

Increase communication and transparency

- Organized Common Grounds sessions on Administration and Finance, Advancement, Admission and Financial Aid, and UNC Asheville’s future
- Organized Provost Forum with FWDC, the Provost, IREP, and the CTL to share future directions and goals based on data from surveys (2018 Employee Engagement and COACHE) and listening sessions (FWDC)
- Launched The Weekly Wag, the faculty/staff internal newsletter
- Hosted Brown Bag Talks with senior staff members on topics of Athletics, General Council, and Communication and Marketing
- Published the 2018 UNC System Employee Engagement Survey results on the website

Provide opportunities for professional development and employee recognition

- Organized supervisor training sessions to help strengthen front-line supervisor skills. Sessions offered included:
  1. **Resignation to Rehire**: Hiring of Permanent, Temporary and Student Employees
  2. **Setting Employee Goals**: Crucial Feedback and Evaluations - A Supervisors Role in Developing Superior Performers
  3. **Legal Compliance - What Every Supervisor Should Know**: Employment Law, Basic Rights and Sexual Harassment
  4. **FLSA (Fair Labor Standards Act)**: What Supervisors Should Know About Wages, Overtime, Exemptions and More

Address resource concerns and system policies

- Development of a University Budget Committee comprised of faculty, staff and students
- Employee compensation task force to develop a synthesized report on the situation specific to faculty and staff at UNC Asheville. [Read their report here](#)
- Organized two Advancement Town Hall meetings to brainstorm for the upcoming UNC Asheville comprehensive campaign
- Advocated for parental leave for staff. In September, the UNC Board of Governors approved a paid parental leave plan for eligible employees. Implementation is expected in 2020.

Your feedback in the 2018 survey guided these initiatives. We look forward to even greater participation this year as we work together to support the growth and improvement of our campus community to help foster a positive work culture.

Sincerely,

Nancy J. Cable, Chancellor

Garikai Campbell, Provost and Vice Chancellor for Academic Affairs

Laura Bond, Chair of Faculty Senate
Erin Spence, Chair of Staff Council
Sarah Broberg, Special Assistant to the Chancellor for Communication and Marketing
Janet R. Cone, Athletic Director
Shannon C. Earle, Chief of Staff
Bill Haggard, Vice Chancellor for Student Affairs
Laura C. Herndon, Interim Chief Advancement Officer
Heather Parlier, Vice Chancellor for Human Resources, Institutional Equity, and General Counsel
John Pierce, Vice Chancellor for Administration and Finance
Darin Waters, Executive Director for Community Engagement

- - - -
Nancy J. Cable, Ph.D.
Chancellor
University of North Carolina Asheville
828 251-6900

NOTICE: E-mail correspondence to and from this sender may be subject to the N.C. Public Records Law and, as such, may be disclosed to third parties. However, this email message, and any attachments, may also contain confidential, privileged or legally-sensitive information, and may be protected from disclosure. If you are not the intended recipient of this message or their agent, or if this message has been addressed to you in error, please immediately alert the sender by reply email and then delete this message and any attachments.