

Institutional Effectiveness

Analysis of PAWS, the SRSU Perception and Well-being Survey

Prepared by

April Aultman Becker, Assistant VP for Institutional Effectiveness

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Executive Summary

The Office of Institutional Effectiveness initiated the inaugural Sul Ross State University Campus Environment Survey in September 2020. The latest survey was available for responses from April 14, 2025, until May 2, 2025.

The survey items were initially developed by members of the Guiding Coalition, who began work on this assessment in November 2019. The Guiding Coalition developed the questions in five areas: 1) Campus climate; 2) Commitment to students, faculty, and staff; 3) Work-life balance; 4) Administration; 5) Fair treatment/ Absence of discrimination.

Since the inaugural survey, the questions have undergone review and received some updates. The 2025 survey had 24 questions and one open-response question. The Spring 2025 response rate of 14% was up from 11% in 2023, but still lower than the 18% from Spring 2022, which may indicate some disengagement or possibly survey fatigue among the university community.

Successes:

Agreement with the statement, “I would recommend this University to others as a place to work” has risen 20 percentage points from Spring 2023 to Spring 2025.

Agreement with the statement, “There is a sense of teamwork at the University” has risen 21 percentage points from Spring 2023 to Spring 2025 and almost 30 points since 2021.

Agreement with the statement, “University supports a positive work-life balance” has increased to 61% in 2025 from 50% in 2023 and 41% in 2021.

Agreement with the statement, “The University values its employees” has increased to 58% in 2025 from 50% in 2023 and 47% in 2021.

Agreement with the statement, “University policies are applied consistently and fairly” has increased to 50% in 2025 from 36% in 2023 and 31% in 2021.

Agreement with the statement, “My experiences at SRSU have been free of harassment” has increased to 71% in 2025 from 60% in 2023 and 57% in 2021.

Challenges:

While the effectiveness of university communication was rated as more effective than in previous years, more than 10% of respondents considered Administration communication and Lobo Alerts as “Not Effective at All” in 2025.

Agreement with the statement, “When an administrator/supervisor makes a decision, it is based on a reasonable assessment of the issue or problem” decreased from 47% in 2023 to 41% in 2025.

Quantitative Summary

Participant Distribution

Survey participation by key stakeholders varied from 2021 through 2025 as indicated below:

Survey Period What is your primary affiliation to SRSU?	Spring 2021		Spring 2022		Spring 2023		Spring 2025	
	Count	%	Count	%	Count	%	Count	%
Adjunct Faculty	4	2.82%	7	3.21%	2	1.27%		
Administrator	5	3.52%	11	5.05%	9	5.70%	9	8.91%
Faculty	50	35.21%	61	27.98%	53	33.54%	31	30.69%
Staff	83	58.45%	139	63.76%	94	59.49%	61	60.40%
Total	142	100.00%	218	100.00%	158	100.00%	101	100.00%

Survey Period What is your primary campus?	Spring 2021		Spring 2022		Spring 2023		Spring 2025	
	Count	%	Count	%	Count	%	Count	%
Alpine	124	89.21%	185	88.94%	136	86.62%	91	90.10%
International							10	9.90%
Rio Grande College	15	10.79%	23	11.06%	21	13.38%		
Total	139	100.00%	208	100.00%	157	100.00%	101	100.00%

Survey Period What is your employment status?	Spring 2021		Spring 2022		Spring 2023		Spring 2025	
	Count	%	Count	%	Count	%	Count	%
Full-time	10	7.04%	33	15.14%	10	6.33%		
Part-time	124	87.32%	179	82.11%	144	91.14%	96	95.05%
	8	5.63%	6	2.75%	4	2.53%	5	4.95%
Total	142	100.00%	218	100.00%	158	100.00%	101	100.00%

Faculty/Staff Responses to Key Survey Items (Agree to Strongly Agree)

The key response areas in the section below were established during the Spring 2021 survey analysis. To maintain some consistency within the reporting, these key response areas are shown below with Spring 2022, 2023, and 2025 results.

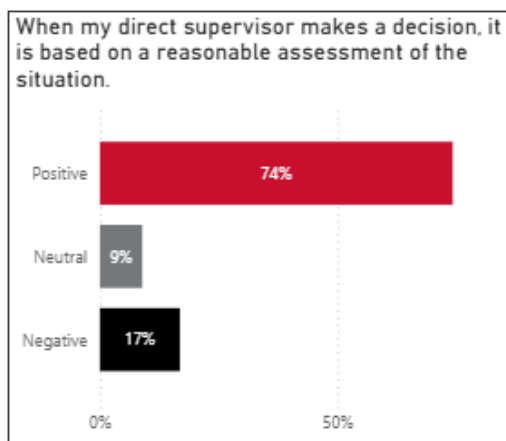
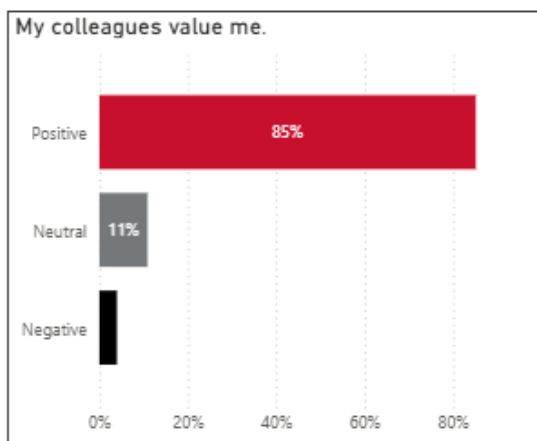
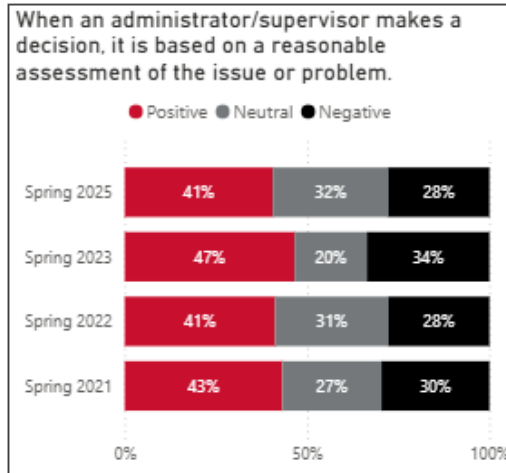
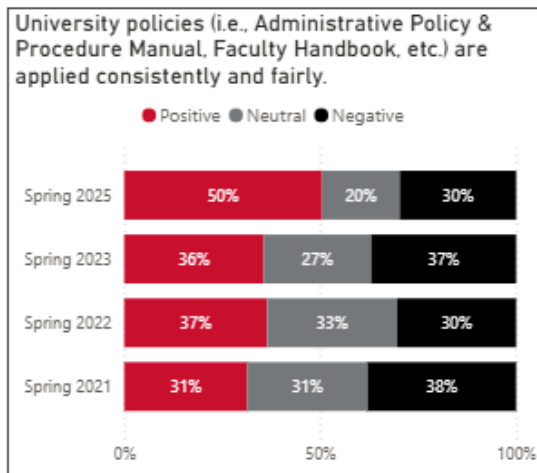
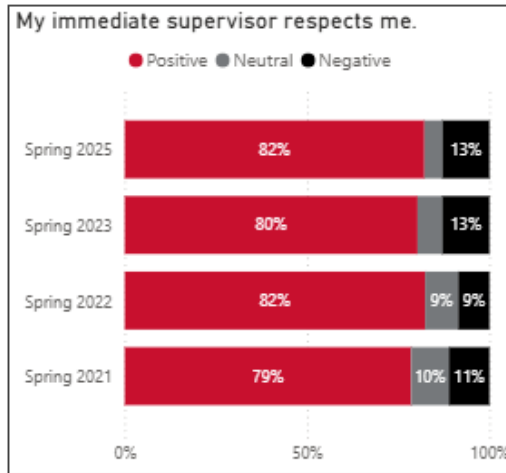
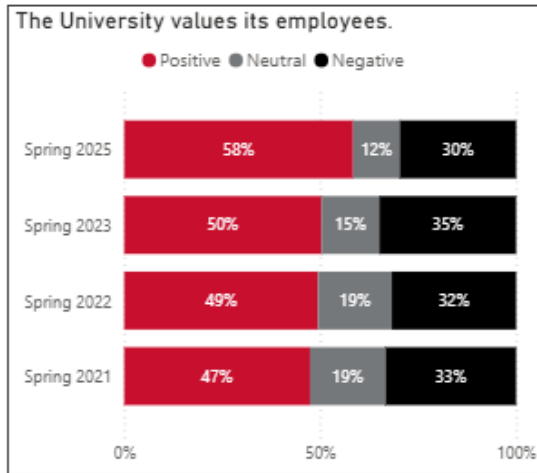
The following Faculty/Staff key survey items consistently increased in satisfaction from Spring 2023 through Spring 2025. While only item had least 50% agreement over the three prior years, all three surpasses 50% in 2025.

Question	Spring 2021	Spring 2022	Spring 2023	Spring 2025
	Agree to Strongly Agree	Agree to Strongly Agree	Agree to Strongly Agree	Agree to Strongly Agree
I would recommend this university to others as a place to work.	43.28%	47.06%	45.27%	65.35%
The University supports a positive work-life balance.	40.74%	51.87%	49.66%	61.39%
The University values its employees.	47.41%	49.46%	50.34%	58.42%

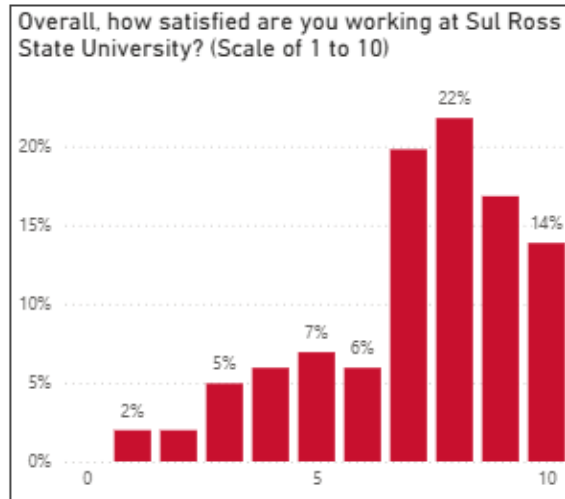
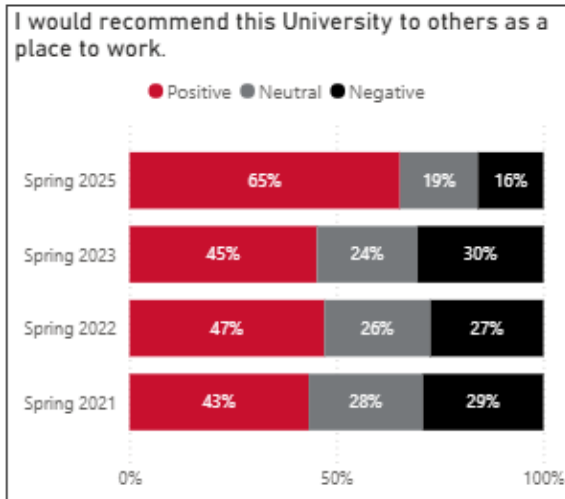
Section One: Quantitative Results

The survey measured satisfaction in six areas: Employee Perception; Campus Satisfaction; Campus Culture; Health and Well-being; Development, Growth, and Opportunity; and Communication. Each of the 2025 questions are listed below along with corresponding results from previous years.

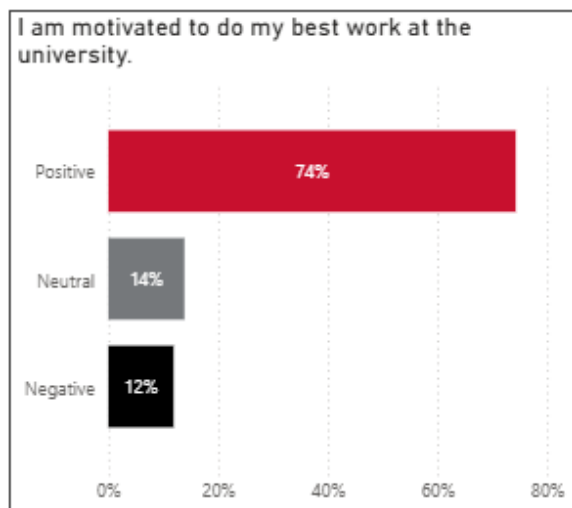
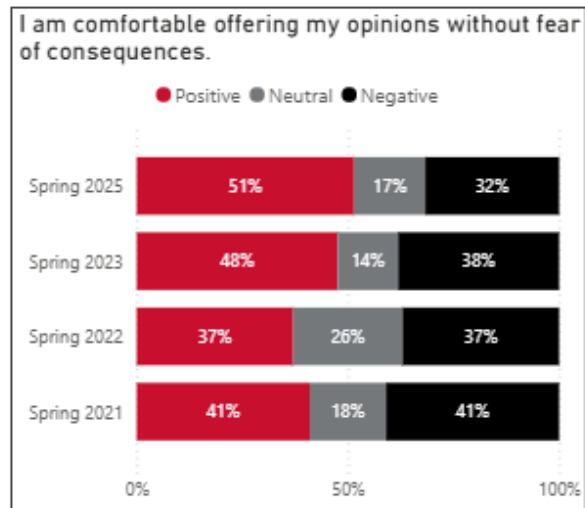
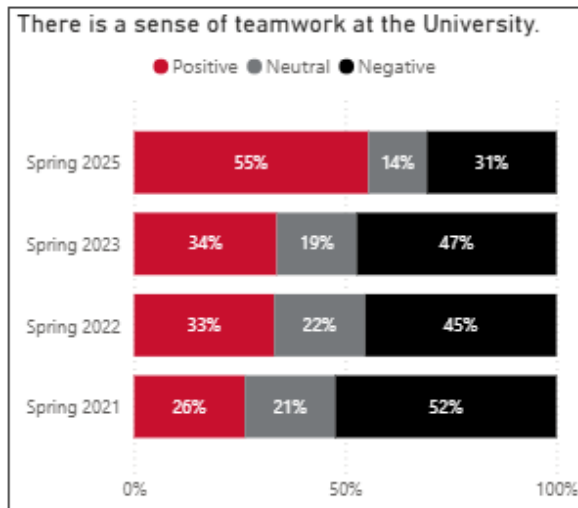
Area 1: Employee Perception



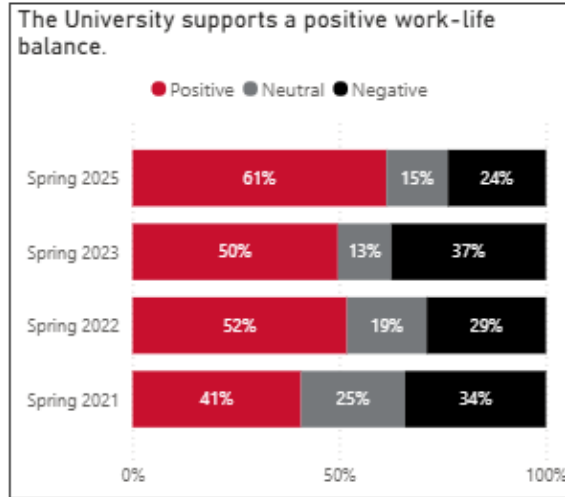
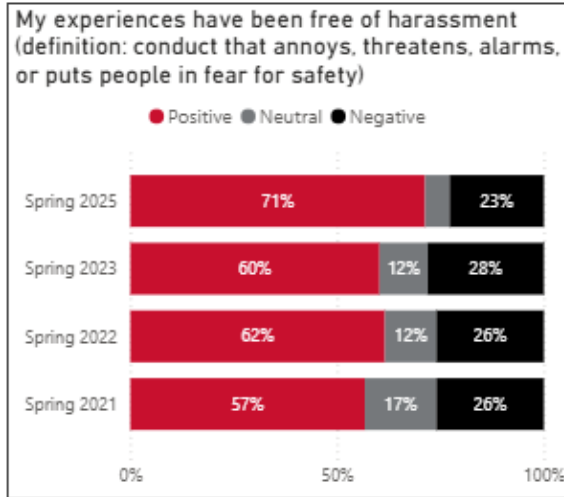
Area 2: Campus Satisfaction



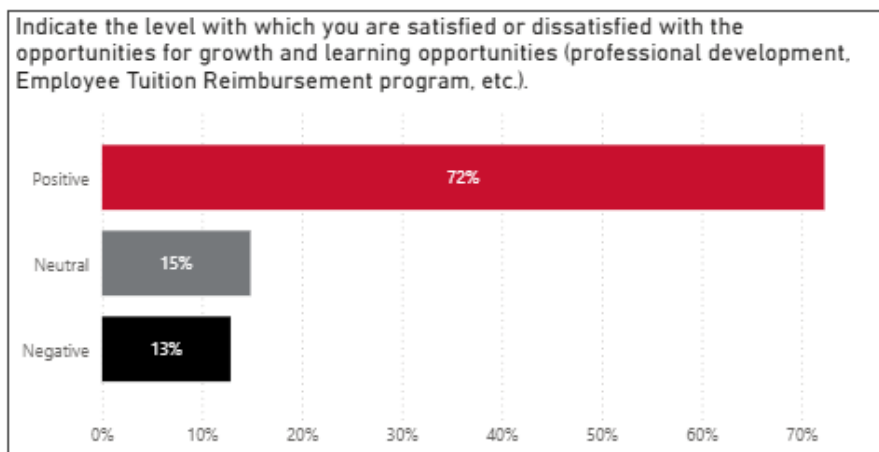
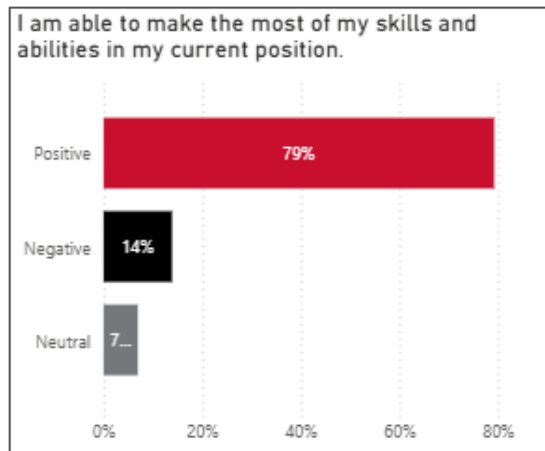
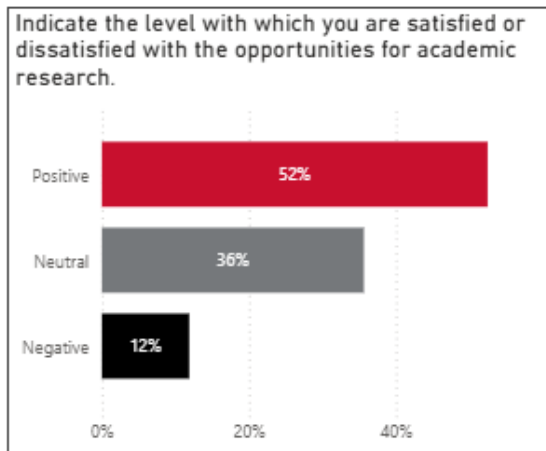
Area 3: Campus Culture



Area 4: Health and Well-being



Area 5: Development, Growth, and Opportunity



Area 6: Communication

For the first three survey years, there was a single question regarding university communications, with responses consistently low:

Communication among people across the University is effective. (Strongly Agree/Agree)	Spring 2021	Spring 2022	Spring 2023
	21.13%	21.10%	20.89%

For the 2025 iteration, additional context was sought, therefore the question was split into four communication sources to determine each source's effectiveness: administration, employee supervisors, Lobo Alerts, and the University Office of Communications. All sources were individually more effective than the overall university response from 2021 to 2023:

Rate the level of effectiveness for each communication source or strategy below:	Extremely Effective	Very Effective	Moderately Effective	Slightly Effective	Not Effective at All
Administration	9.90%	17.82%	35.64%	18.81%	17.82%
Supervisor	39.00%	25.00%	19.00%	8.00%	9.00%
Lobo Alerts	23.76%	27.72%	24.75%	11.88%	11.88%
Office of University Communications	25.74%	29.70%	25.74%	15.84%	2.97%

Qualitative Summary

One open-ended response question was included in the survey. For 2021 through 2023, the wording was: “What improvements can you suggest to enhance the overall experience at Sul Ross State University?” The question wording was changed slightly for 2025 to “Would you like to share some positives or some actionable suggestions for improvement?” Below are the broad themes that emerged from the open-ended question and the number of items mentioned in the responses each year about that theme.

Broad Theme	Brief Comment Description	2021	2022	2023	2025
Facilities	Concerns regarding parking lots, grounds and buildings maintenance, and elevators and more staffing for maintenance---Alpine Campus.	45	41	80	10
Quality of Services	Library hours, financial aid services, advising, Aramark dining, concerns regarding faculty professionalism, signage, need for good customer service practices to retain students, faculty, and staff.	45	127	120	23
Staff/Faculty Wages and Positions	Concerns for more custodial positions and higher salaries. Concerns for more faculty hiring. Request for more professional development. Request for competitive compensation.	23	32	50	16
Communication	Concerns with exchanges between students and offices, between departments, and across campuses, and from administration.	22	38	36	27
Positive about SRSU	Positive statements such as: “Sul Ross is a great place, and I am really enjoying being a part of the community.”	20	16	15	24
Administration	Concerns over inclusion of faculty and staff in decision making, need for transparency, valuing employees, budgets, and concerns regarding work study and graduate students.	13	47	83	20
Low Morale	Concerns about faculty and staff morale.	20	18	29	14

Conclusions and Recommendations

While the 2025 Survey was more positive in most areas than previous surveys, there are some obvious areas of improvement for SRSU:

Lack of Responses

- Because fewer faculty, part-timers, and members of SRSU-International responded to the survey in 2025 than previous years, specific reports were not generated to show their isolated responses.
- Students were not included in the 2025 survey, as they were surveyed in several other ways and there was concern for oversaturation. Students will be surveyed in 2026.

The Office of Institutional Effectiveness will explore methods to encourage more responses, such as:

- Additional and varied communication about the survey
- Incentives for taking the survey

Communication

Communication continues to be a perceived issue at SRSU, and the survey points that communication coming from administration and Lobo Alerts could be improved. Within the responses to the one open-ended question, the main area of concern was also communication.

Possible methods to improve communication could include:

- Usage and promotion of a university calendar
- More frequent faculty and staff meetings with the President and EC
- Pointed communication from supervisors so that employees understand that it came from administration
- Weekly or monthly newsletters from the President or EC or divisions
- Regular budget meetings and increased communication from the department
- Lobo Alert tests and communication about the purpose and structure of the alerts
- More pointed questions about communication in different areas in future surveys

Each employee's perception is unique and shaped by their individual experiences and perspectives. To improve employee perception, SRSU should continue to foster a positive work culture by addressing areas of concern in the survey.