Employee Comments Analysis
Survey Overview

Survey Period
- Administered online
- October 19 – November 9, 2020

Response Rates
- Response rate: 56% (2076/3687)

Benchmarks
- 2020 UTSA Overall
- 2020 UTSA Peers
Scope of Research

To protect the anonymity of individual respondents and the confidential nature of their responses, we conducted a thematic analysis of the verbatim responses. From the survey, the following questions were analyzed:

1. What do you appreciate most about working at this institution?

2. What would make this institution a better place to work?

3. What ideas do you have that might help UTSA excel as a truly thriving HSI?
Methodology

Data Preprocessing
In total, we processed just over 3,970 open-ended feedback responses into a format that was machine ready for qualitative analysis. This includes spell-checking, removing redundant words or phrases, masking names and other private information, and standardizing words to their dictionary form (e.g. "printing", "printer", and "prints" would all be normalized as "print").

Thematic Analysis
Using in-house statistical processes, we identified key terms, phrases, and patterns through word associations to empirically categorize the comments into one or more themes. We applied a text vectorization algorithm that could identify and group phrases and sentences with similar semantic meaning closer to each other.

Cross-Theme Analysis
Open-ended feedback responses often touch on more than one theme. Therefore, we applied a cluster analysis technique to determine the cross-relationships between the themes. With this approach, we can identify feedback responses that represent, for example, the relationship between “Increase Salaries and Compensation” and “Ensure Pay Equity.”
Q1: What do you appreciate most about working at this institution?

Institution (n=1099)

- HSI: 3%
- Work/Life Balance: 3%
- Professional Development: 4%
- Respect & Appreciation: 4%
- Transparency and Communication: 4%
- Senior Leadership: 7%
- Pride: Mission and Vision: 7%
- Safety: 7%
- Faculty, Admin, Staff Relations: 8%
- Job Satisfaction/Support/Autonomy: 9%
- Flexibility/Telecommuting: 11%
- Supervisors/Department Chairs: 11%
- Pride: Student Mission: 17%
- Compensation/Benefits: 17%
- Diversity, Inclusion, Belonging & Community: 18%
- Collaboration: 18%
Q2: What would make this institution a better place to work?

Institutional (n=1063)

- Increase Salaries and Compensation: 30%
- Ensure Pay Equity: 18%
- Faculty Administration Relations: 16%
- More Transparency and Better Communication: 15%
- Employee Recognition and Raise Morale: 15%
- Better Employee Benefits: 11%
- Career Advancement/Development: 9%
- Upgrade Technology, Tools and Software: 8%
- Offer Flexible Schedules and Work from Home: 8%
- More Diversity on Campus: 8%
- More Collaboration and a Sense of Community: 6%
- Encourage Work-Life Balance: 5%
- Facility and Workstation Improvements: 5%
- Concerns Around Budget and Job Security: 4%
- Less Bureaucracy, Less Red Tape: 4%
- Support Research Funding: 4%
- Address Incidents of Discrimination: 3%
- Concerns Around Budget and Job Security: 2%
- Accessibility Issues on Campus: 2%
- Institutional (n=1063): 0%
Q3: As defined by the Higher Education Opportunity Act, Title V, 2008, a Hispanic-Serving Institution, or HSI, is an accredited, degree-granting institution of higher education that "has an enrollment of undergraduate full-time equivalent students that is at least 25 percent Hispanic students at the end of the award year immediately preceding the date of application." Currently, UTSA is a recognized HSI. Not content with simply meeting the HSI criteria, one of our goals is to become a model for other HSI institutions across the country. To that end, what ideas do you have that might help UTSA excel as a truly thriving HSI?

![Graph showing percentage of responses for different ideas to help UTSA excel as a truly thriving HSI.]
Additional Resources

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