

2021 Employee Engagement Survey

Free-form text comments

- Thank you for making this working from home a feasible experience. I also really appreciate the UA Field Guide, as well as the many opportunities to meet with you to have questions answered. I appreciate your leadership, as well as Johnny's. Your approach to this pandemic has really made this situation easier than I anticipated.
- As a relatively new employee in this remote environment, I have felt well informed about the big picture activities of UA and the development team. Working a home can feel a bit isolating, and I think it's hard to find the right balance of big update meetings and small working group conversations.
- Overall I feel very supported and that the division is very transparent and communicative. Sometimes I feel as though the many challenges many of us are facing in our roles such as increased work load etc. aren't always recognized but I understand that these are unique times. Overall I am very satisfied at work!
- My responses may appear contradictory. I believe that my work is important and that the organization's goals match my values. I enjoy working with individuals in my department, as well as partners throughout UA. I feel that my job duties will have some positive impact on the organization. The biggest problem I see is that there are multiple obstacles to meeting the mission of the organization. Some of these issues include increased workload without recognition or compensation, limited attempts from supervisors to present professional development opportunities, and a lack of transparency in terms of how supervisors are trained. I am self-motivated and create new opportunities whenever possible. I enjoy my work, the people, and the flexibility that we now have in a remote work environment; however, if I were given a "stay interview" today, I could not say with certainty that I haven't considered outside offers with even a minimal increase in compensation or opportunity for growth.
- I think UA has done a really great job of providing resources for staff while we are working from home, there have been a lot of trainings and opportunities for staff to get together and connect. Peter's gatherings have been really helpful and transparent, they have helped me to continue to feel motivated and engaged. I think it would be good to have conversations around what meetings need to be ZOOM vs. a call. Zoom fatigue is real, and sometimes I have so many Zooms, it is hard to get a lot done because I am on ZOOM all day.
- UCR University Advancement provides a very healthy work environment. We have mutual respect for one another and enjoy collaboration. We encourage growth, diversity and respect for differences.
- Overall, my experience with UCR has been wonderful. I feel a sense of unity amongst my team members and I feel supported by my supervisor. I am thrilled that there is a mentorship program being created as I think this is an important pillar to success and professional/personal growth. In terms of communication from leadership, I encourage our

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leaders to continue being as transparent and thoughtful as possible. We are going into our next campaign and I believe there is still a lot of work to be done in order to start off the campaign strong. I appreciate it when all of our team members are informed of next steps with a reasonable timeline, and when we are involved in the decision-making process. This allows us to provide higher quality work that will help our institution make the best decisions possible. I am also thankful that our department values our work and health enough to allow us to work from home. Thank you for prioritizing our well-being and trusting in our work.

- Overall Advancement has a positive & supportive culture. I feel engaged. Communication is generally good. I have high expectations & can be critical of myself & others. While I can't say that I'm performing my best this year, I do experience a balance of challenge & support. My input/recommendations are taken seriously (often implemented). Personally, I want to improve & be more successful, but sometimes feel that no one else really cares if I do or not. That is my own motivational challenge. This year I've seen how leadership at UCR is rewarded for responding slowly & feel that opportunities are being missed to make strategic improvements/changes. I'd like to see development leadership (Peter, Marie, Jeff, Emily, Nesha) more openly engaged in working with donors. I'd like to see Chancellor Wilcox more actively engaged with development and would like to help build stronger volunteer leadership for all aspects of development. Thank you for being open to input and continued improvement.
- Our group is focused and intentional in its work under Johnny's leadership. Morale is good, and there is mutual respect among teammates. The team believes our work is meaningful.
- The pandemic could have easily changed the moral of our workplace and the productivity of our group, but if anything it made us closer, stronger, and better.
- AVC Schultz is an engaged department head whose attention to detail at all levels of Development are impressive. However her need to be involved in strategy and direction for the department promotes micromanagement by her direct reports and discourages creativity and ownership by employees.
- Thank you for hosting Advancement check ins to keep us informed during a time where there is so much that is unclear.
- This past year has been especially challenging given the move to remote work, but I remain grateful for the opportunity to be able to work from home in a safe environment and the flexibility it comes with. Thank you!
- Working remotely actually improves my work performance
- This is by far the best work place, environment, and team I have ever worked with and I am very happy here. My own personal challenge has been contending with the amount of work that is expected of all of us. It seems all of us are stressed and there is too much on

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everyone's plate. When I asked myself if there was anyway as a work group we can turn down the pressure on the fire hose a bit, I realized I have the tacit support and go-ahead from all my peers and supervisors to adjust my own fire hose, and I was my own worst task master. I began to advise my team members to please honor their time off and set boundaries and have started practicing the same with myself. I am grateful that we have this latitude.

- This has been a particularly challenging year due to the global pandemic. I'm grateful that UCR and Advancement were able to move to a remote environment so quickly. And I'm proud of the work we've been able to accomplish.
- The survey this year was difficult because much of what I responded to was thinking back to a pre-COVID environment. I think UA has done a tremendous job in handling the last year. However, I definitely feel a sense of drift having been remote for nearly a year. I expect this to change once we return to working on-campus and can better lean on our colleagues for collaboration, inspiration, and celebration.
- Clear, timely communication is a growth opportunity across all of advancement - especially in the remote environment, a lot gets lost in long e-mails that should have been meetings or last minute requests when people are juggling home schooling, elderly care, etc. and working odd hours
- I often feel like I have expertise that I could offer forward to make things easier for people, but there is so much demand for sharing ideas with everyone that in the end I feel like my expertise becomes diluted when people above me have different opinions and my experience is then overshadowed. And generally, I think we're all being asked to do too much which is stressful. I think we need to realize the fact that we can't do everything that comes to mind, and that it is okay to focus on the things that we do really well.
- It's been a rough year as we all know - There was definitely growth and learning in 2020 (some scrambling) to adjust to the new virtual world. I think UCR Sr. Leadership has done a great job keeping us informed. Marie's Monday Memo is very informative. I hope we continue those even when we go back in-person. The Advancement check-ins are great way to connect too!
- The past year working from home has been marvelously productive and the happiest I have ever been at a job. Please, please, PLEASE let us continue working from home.
- I feel the team is doing a great job and I am blessed to be a part of it!
- Would like the opportunity to work more with department and within the other departments in advancement. We don't really know what they are working on and I believe they can benefit from our work and collaborating in the future.

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- Thank you to the UALT for their care, concern and patience this past year. This has been a very stressful year on all fronts, but we are learning valuable lessons that will make us better human beings at work and in our personal lives. Thank you Peter for being an anchor in these uncertain times and I can only imagine how many difficult decisions you have to make everyday. I would like to share my personal concern for the mental health and well-being of our staff. In conversations with staff who have confided in me (outside of my direct reports) I think there is a concerning level of burn out that is occurring. I have talked to several people who are struggling to get their work done due to the increased demand for time spent in meetings and trying to keep up with email. 10-12 work hours per day is becoming the new normal and many are trying to work harder but not necessarily smarter.
- Several employees are essentially doing two jobs due to open spots that cannot be filled. I have heard repeated concerns that budget restrictions will be continued to be used as reasoning behind not paying people an appropriate amount for the additional responsibilities they have assumed. This is a particular concern with the Governor's commitment to restore funding--with this news, will people be compensated appropriately? I have concerns we will lose talented and valuable staff if this is not addressed.
- UA continues to be a good place to work at UCR.
- I have particularly appreciated the environment of open communication, periodic updates, creative thinking, collaboration and compassion/care that Advancement leadership has created during this time of pandemic. Thank you!
- My supervisor is top notch, maybe the best I've ever had. I am also grateful for the level of information and transparency you (Peter) have provided during this crazy year. I have a "client" who publicly criticizes (sometimes for own errors) then asks why reports don't feel empowered. I feel like a fish out of water with co-workers. I'm earning 50% less than my white, male peer at UCLA who produces significantly less work than me. For these reasons, I'm not sure that I am organizational fit. But that doesn't reduce my gratitude for you and my supervisor for the opportunity.
- At times there seems to be a misalignment with what is expected of us and the actual work that needs to be done before we can even begin to achieve some of the larger goals that are expected of us. And more and more it seems as though we are working at our maximum capacity and running into bandwidth issues. This leads to a breakdown in communication, making mistakes, and a feeling of burnout. Thank goodness it's all for a very important/rewarding mission and that we have the opportunity to work with some of the most amazing people in advancement and in higher education.
- I am very thankful for the support I receive from my supervisor. However, I believe there is a deep-rooted problem with a racial pay gap that is not unique to advancement, but rather a

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system-wide problem. I would like to see UCR Advancement take a stand and do something to rectify blatant discrepancies in like roles, education levels, and workload/performance.

- Overall, I am happy with my experience being part of UCR's Advancement team. I feel like my professional experience and expertise are valued and I have been given opportunities to grow and learn. Peter's leadership style and high level of transparency has been especially appreciated during the pandemic.
- I appreciate Advancement's encouragement of offerings around social connectedness. We need this more than ever during this time of isolation. I am thankful for leadership's open and honest communication. Peter and Marie have done a great job at keeping us informed and touching base frequently. This makes me feel a sense of closeness and somewhat makes up for the lack of seeing everyone in-person. I really enjoy the Advancement Check-ins and Development All Hands meetings. They provide a sense of closeness and time for all to connect. The agendas are always packed with interesting and pertinent information. I am in favor of mandatory supervisory training and encouragement of supervisors to be open to the ideas of their direct reports and give those ideas weight and consideration.
- Working from home during numerous crises is hard. I know UA has come up with programming to keep us connected to one another and engaged, separate from "work tasks," but that just means more time on Zoom which is less and less appealing. Organizationally and independently we were doing a lot to help and encourage one another when we first transitioned off of campus because there were so many unknowns and things were scary. I feel like we have lost that. We are more or less on our own now, with less of that supportive atmosphere. We are all busy and working really, really hard as the unknowns remain, and we have to continue to do it in isolation. It is draining. I fully recognize that MANY organizations are grappling with this right now and would be interested to know how "engagement" is being redefined or studied in light of workplace shifts. I know it has only been a year, but many orgs are thinking about more permanent shifts so I imagine this will continue to be a challenge.
- Peter does an outstanding job of acknowledging struggles and challenges during the pandemic and extending compassion and understanding, especially for those of us who continue to have family obligations. His check-ins and candor have done so much to keep me going through this pandemic. It is, however, a bit confusing when we hear messages from Peter that consistently acknowledge the difficulties, but then our supervisors repeat that "Marie is concerned with productivity, especially in this remote environment" and then continue to pressure us to increase our output and metrics, even though we may be meeting or exceeding goals. The acknowledgment and understanding that we receive from Peter is really motivating and encouraging, but in this long term crisis, the messaging and micromanaging that we are receiving from DXT that questions our commitment and productivity at a time when we all are struggling is confusing and deflating.

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- It would be helpful to have a formal process for employees to provide input on decisions that affect them and their work, and for supervisors to respond.
- Really appreciate transparent communication. Would like to see more referrals of resources: books, webinars etc...
- I am deeply motivated by the university's mission and feel fulfilled by helping to advance UA's contribution this mission. However, after hearing similar thoughts from colleagues in middle management and ongoing observations, I find myself providing feedback similar to past years: UAs AVCs don't seem to strategize with each other on big ideas and projects. I assume that they meet to brainstorm new ideas, identify areas for improvement, suggest ways for their teams to collaborate, discuss how to build new infrastructure, streamline the flow of information to other UA teams, and examine where their strategies intersect but this work isn't obvious; showcasing their collaboration could help. Dev AVCs/SEDs do not seem to be creating coordinated infrastructure to support growing needs. I share feedback and brainstorm with this group (individually and with colleagues) not because I think they'll make it past that layer, but because I care for our team's success and hope to move the dial.
- This has been a very unique year both for the university and for our professional careers and our personal lives. Thank you for guiding us through this process and for your transparency along the way.