

NMT Staff Climate Survey

Comprehensive Analysis Report

January 2026

Prepared by: Mehrnoush Karimi, Ph.D.

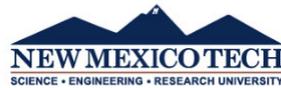


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Executive Summary

Overview

The New Mexico Institute of Mining and Technology (NMT) conducted a comprehensive Staff Climate Survey in December 2025 to assess staff perceptions of the work environment, job satisfaction, and factors influencing retention and turnover intentions. This survey represents a critical effort to understand staff experiences and identify areas for improvement to enhance the overall work climate at NMT.

Survey Methodology

The Staff Climate Survey was distributed to all NMT staff members on December 3, 2025, and remained open for responses through December 17, 2025. Participation in the survey was completely voluntary and anonymous. Staff members were assured that their responses would be kept confidential and that no individual responses would be identifiable. This anonymity was designed to encourage honest and candid feedback about the work environment.

Participation

Of the 152 staff members who opened the survey, 150 voluntarily agreed to participate, representing a 98.7% consent rate.

Survey Content

The survey was comprehensive in scope, covering multiple dimensions of the work experience:

- Demographic characteristics (gender, race/ethnicity, age, education, years of service, division, etc.)
- Staff climate scale items measuring communication, job functionality, supervisor professionalism, department culture, university work environment, and referral strength
- Employee benefits perceptions
- Workload, pay equity, and leadership accountability
- Retention and turnover intentions
- Reasons for considering leaving or remaining at NMT
- Job-seeking activities among staff who considered leaving
- Open-ended questions soliciting suggestions for improvements

The survey utilized a 5-point Likert scale (1 = Strongly disagree to 5 = Strongly agree) for quantitative items, allowing for standardized measurement of staff perceptions across various dimensions.

Data Analysis

All quantitative data were analyzed using descriptive statistics, including means and standard deviations for each item and subscale. "Not applicable" responses were excluded from all calculations. For subscale analyses, only respondents who completed all items

within each subscale were included to ensure data integrity. Qualitative responses from open-ended questions were analyzed thematically to identify common concerns, suggestions, and areas for improvement.

Confidentiality and Ethics

This survey was conducted in accordance with ethical research practices. All responses were collected anonymously, and no identifying information was linked to individual responses. The voluntary nature of participation was clearly communicated, and staff members were free to decline participation or skip any questions they preferred not to answer. The data presented in this report are aggregated to protect individual confidentiality while providing meaningful insights into overall staff climate.

Purpose and Use of Findings

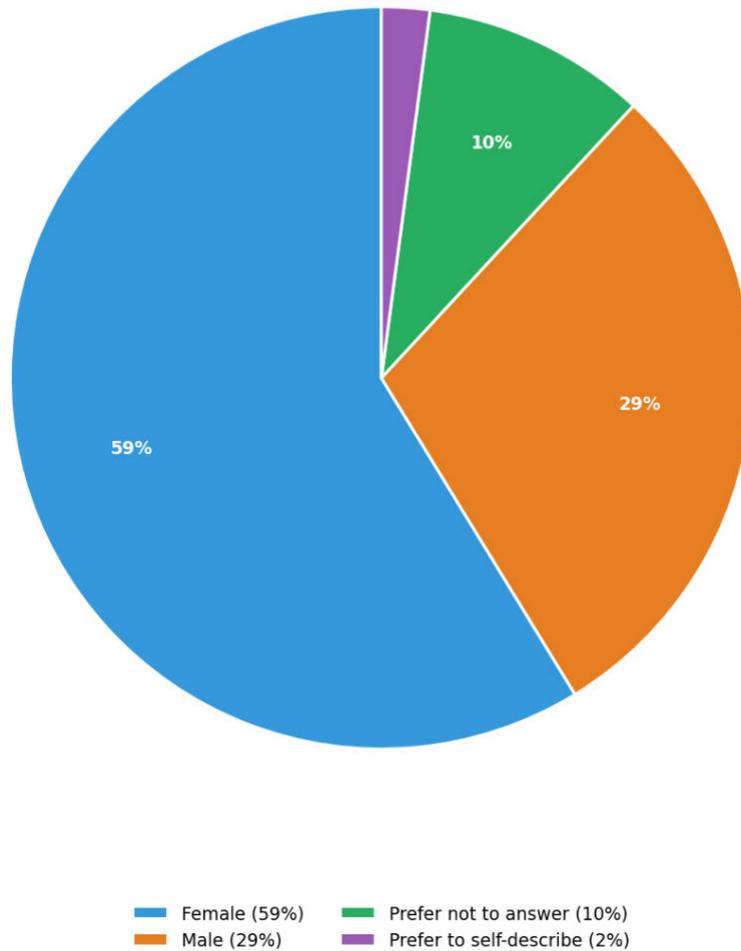
The findings from this survey are intended to inform university leadership and decision-makers about staff perceptions, concerns, and suggestions for improvement. The data provide a baseline for understanding the current work climate and can guide strategic initiatives aimed at enhancing staff satisfaction, retention, and overall organizational effectiveness. It is hoped that these findings will contribute to evidence-based decision-making and the development of targeted interventions to address identified concerns.

For any questions or concerns, please contact with Mehrnoush Karimi at Mehnoush.karimi@nmt.edu

Section I: Demographic Characteristics

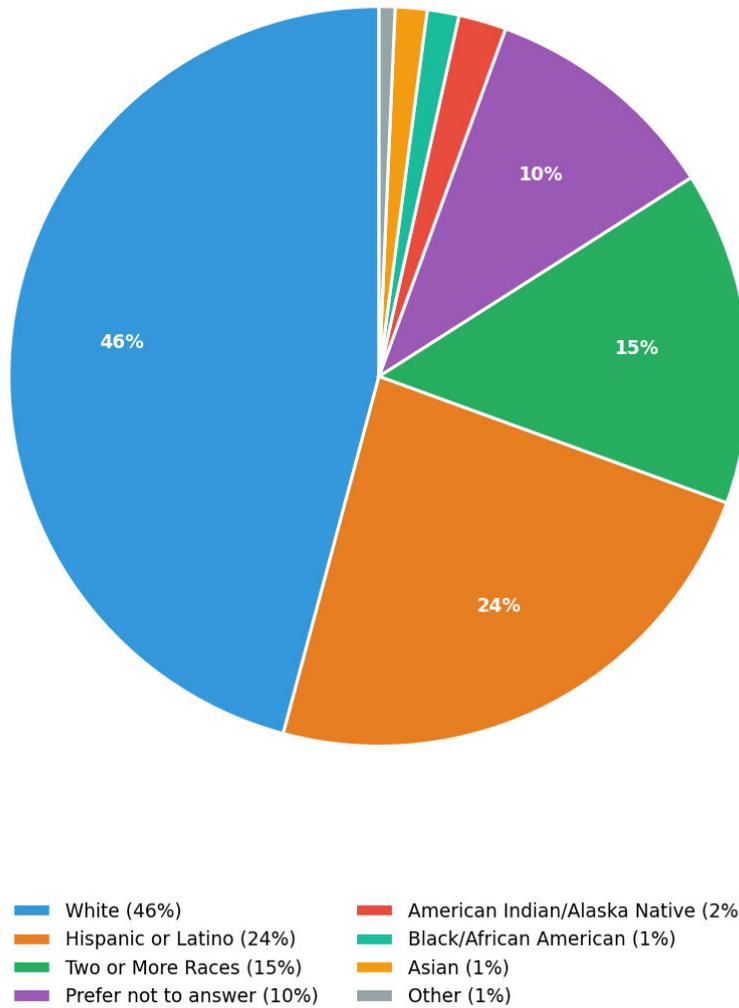
Of the 152 staff members who opened the survey, 150 voluntarily agreed to participate (98.7% consent rate). Survey respondent demographic characteristics are summarized below.

Figure 1. Gender (N=143)



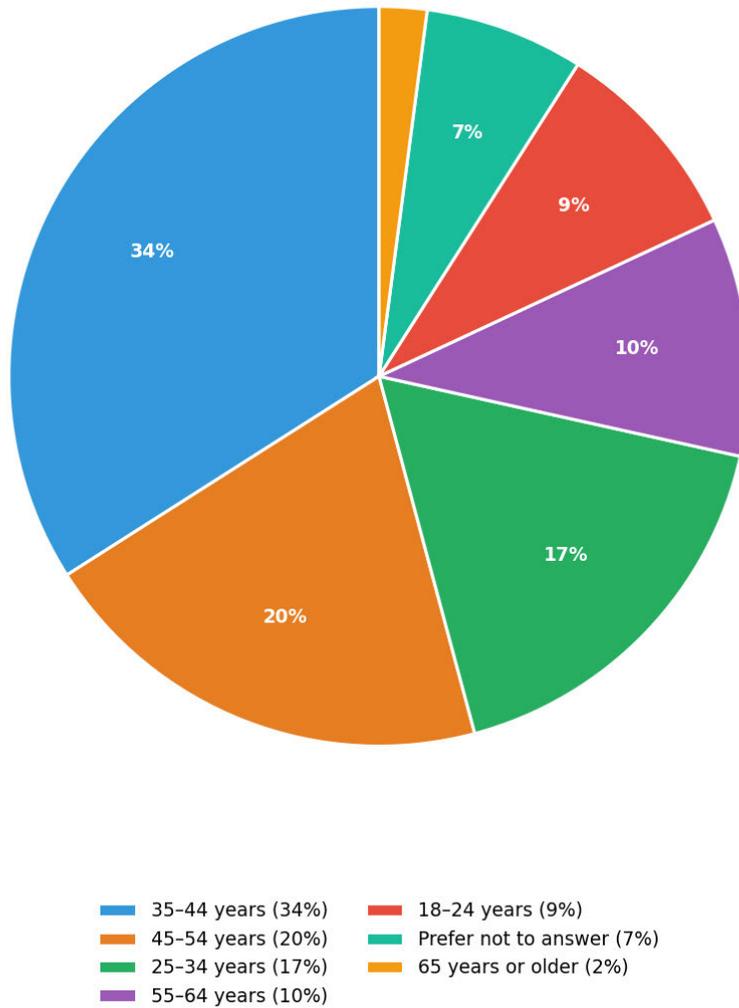
Of the 143 respondents, 59% identified as Female and 29% as Male.

Figure 2. Race/Ethnicity (N=144)



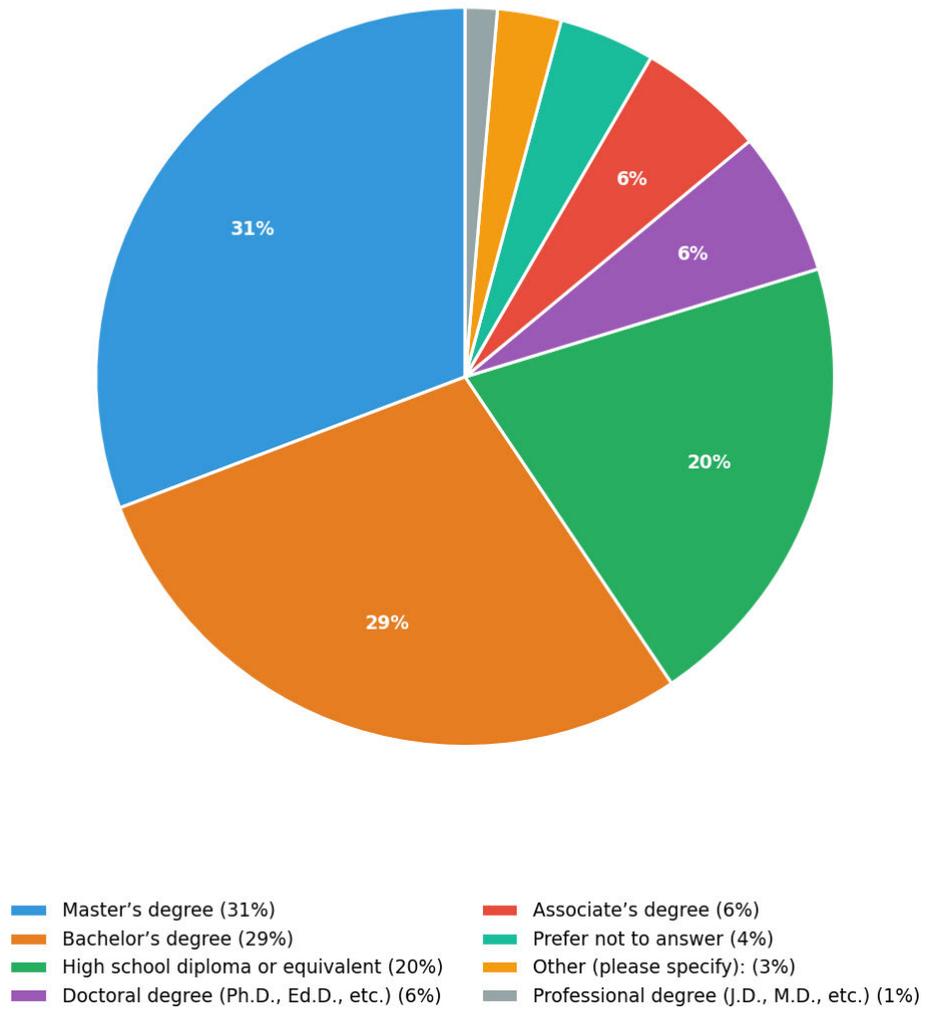
Of the 144 respondents, 46% identified as White and 24% as Hispanic or Latino.

Figure 3. Age (N=144)



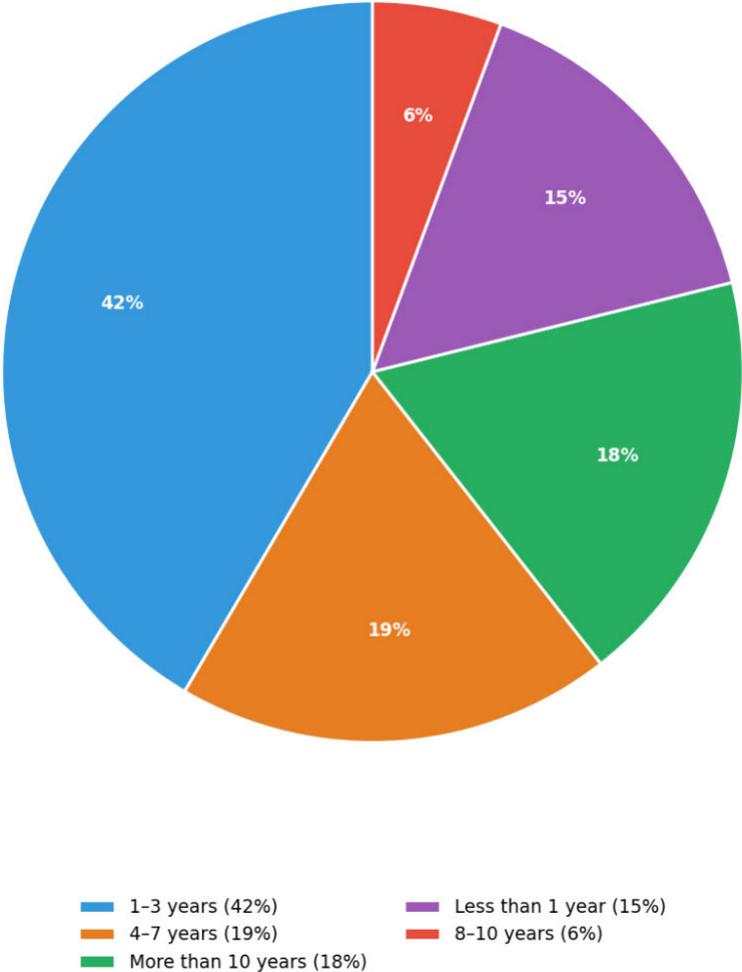
The largest age group among 144 respondents was 35-44 years (34%).

Figure 4. Highest Degree Earned (N=143)



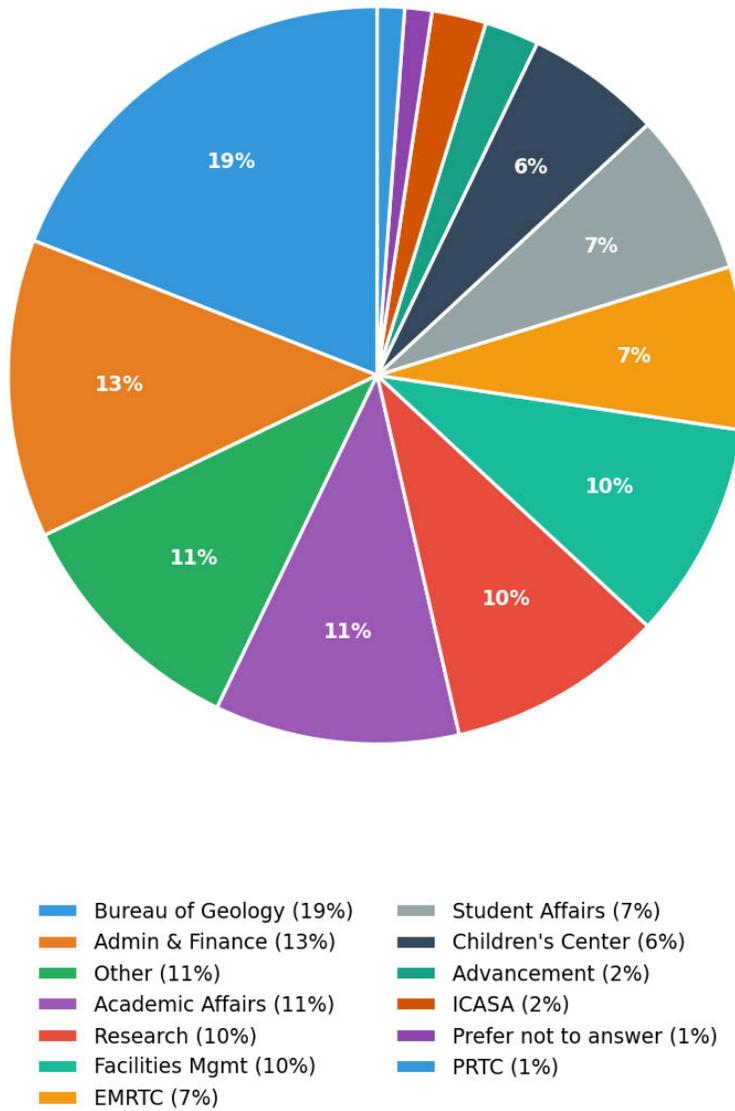
Among 143 respondents, Master's and Bachelor's degrees were most common.

Figure 5. Years of Service (N=142)



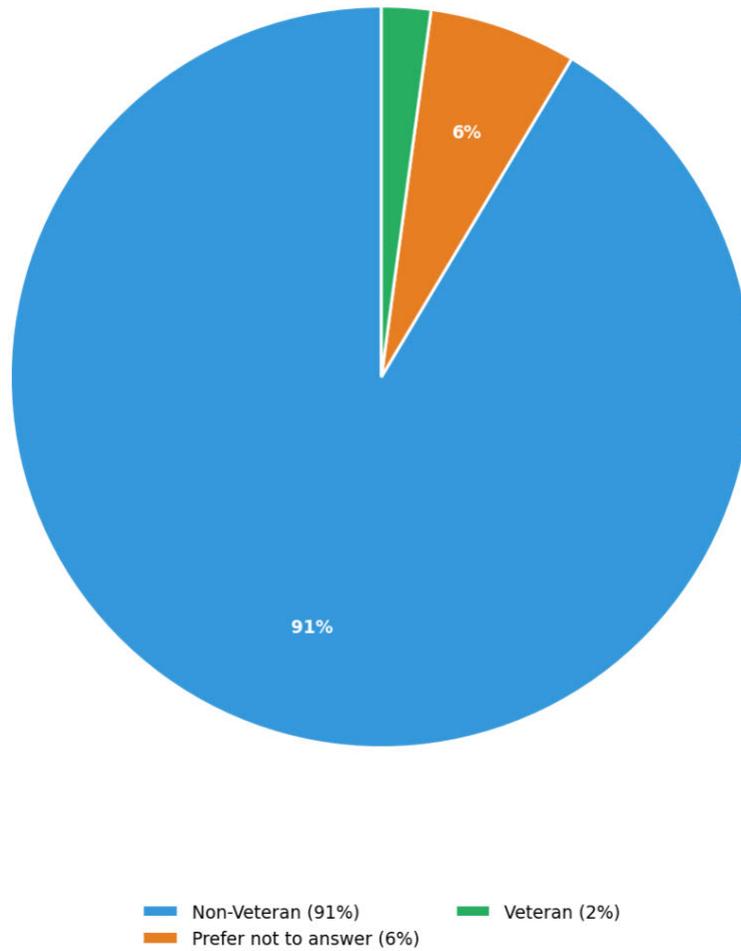
Of 142 respondents, the largest group (42%) has 1-3 years in their current position.

Figure 6. Division (N=84)



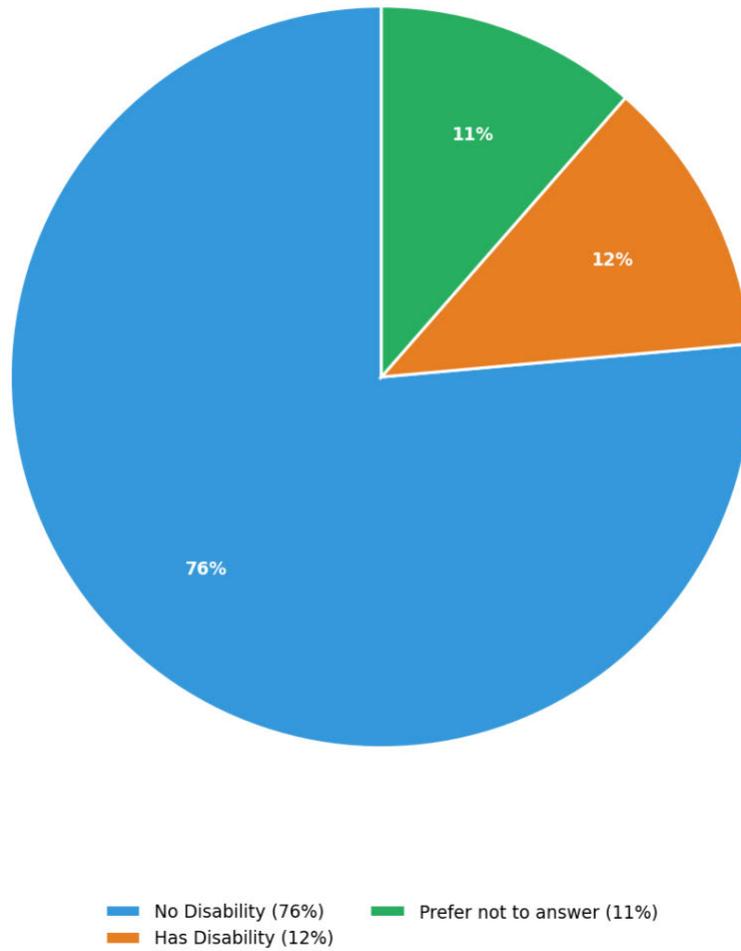
Only 84 of 150 (56%) provided their division. Bureau of Geology had highest representation.

Figure 7. Veteran Status (N=140)



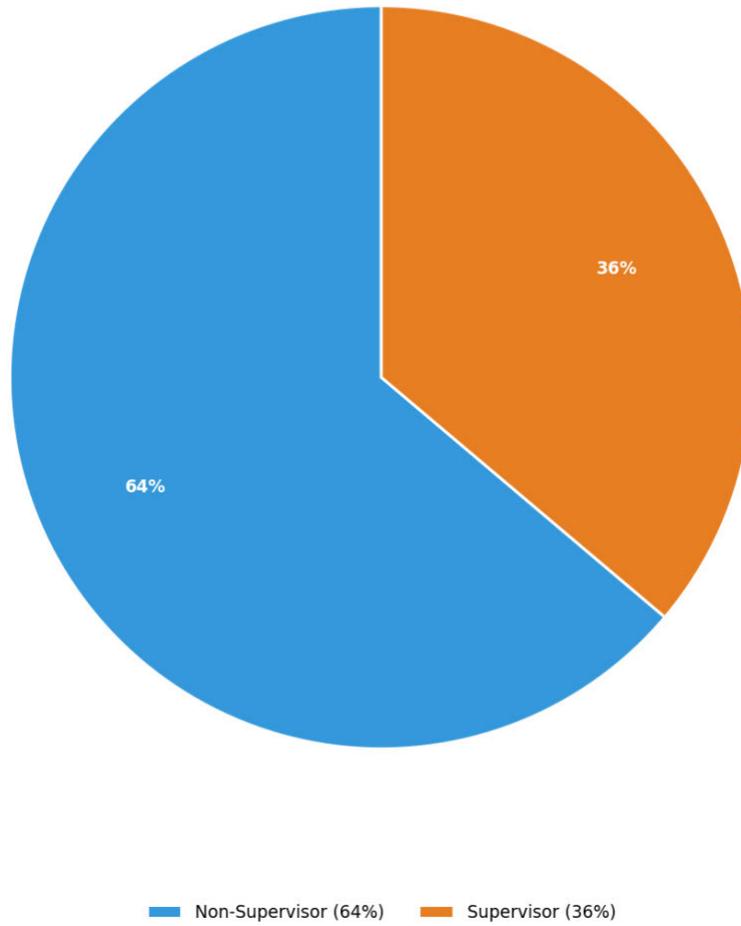
Of 140 respondents, 91% are non-veterans and 6% preferred not to answer.

Figure 8. Disability Status (N=140)



Among 140 respondents, 12% identify as having a disability and 11% preferred not to answer.

Figure 9. Supervisory Status (N=141)



Of 141 respondents, 64% are non-supervisors.

Section II: Staff's Perception and Experience of Staff Climate

Methodology

Response Coding

The Staff Climate instrument uses a 5-point Likert scale. Responses were coded as follows:

Response	Code
Strongly agree	5
Somewhat agree	4
Neither agree nor disagree	3
Somewhat disagree	2
Strongly disagree	1

Calculation Methods

- "Not applicable" responses were excluded from all calculations.
- Missing/blank responses were excluded from all calculations.
- Item-level statistics (M, SD, N) are calculated using all valid responses for each item.
- Subscale-level statistics are calculated using only respondents who answered ALL items within that subscale.
- Higher scores indicate greater agreement with the statement.

Interpretation Guide

- Mean of 4.5 - 5.0: Strong agreement
- Mean of 3.5 - 4.4: Moderate agreement
- Mean of 2.5 - 3.4: Neutral/Mixed responses
- Mean of 1.5 - 2.4: Moderate disagreement
- Mean of 1.0 - 1.4: Strong disagreement

Results

Table II-1 presents the means and standard deviations of the Staff Climate Scale items. The subscale means represent the average scores for respondents who completed all items within each subscale.

Table II-1. Means and Standard Deviations of Staff Climate Scale Items

Subscale Categories	Staff Climate Scale Items	M (SD/N)
Communication Within the Department (CM)		4.07 (1.11/121)
	My team members are open to my work-related ideas and suggestions.	4.33 (1.10/124)

	My supervisor is receptive to my work-related suggestions.	4.00 (1.34/124)
	My supervisor keeps me informed about developments that affect my work.	3.80 (1.44/123)
	I feel comfortable sharing feedback or concerns with my team.	4.16 (1.20/122)
Functional Aspects of the Job (FJ)		3.95 (0.99/122)
	I have access to the resources and tools I need to perform my job effectively.	3.84 (1.32/124)
	My position allows me to use my skills and abilities.	4.26 (1.11/125)
	I clearly understand what is expected of me in my role.	4.19 (1.14/124)
	My workload is reasonable for the time I have available.	3.55 (1.46/124)
Supervisor Professionalism (SP)		3.79 (1.31/120)
	My supervisor discusses my professional or career goals with me.	3.43 (1.59/120)
	My supervisor encourages me to improve or expand my workplace skills.	3.84 (1.46/122)
	My supervisor provides feedback that helps me do my job better.	3.48 (1.52/123)
	My supervisor treats me with respect and fairness.	4.20 (1.27/124)
	My supervisor recognizes my contributions to the department.	4.03 (1.37/123)
Department Management & Culture (DMC)		4.19 (0.99/116)
	I have positive working relationships with my colleagues.	4.49 (0.99/125)
	Open communication is encouraged in my department, regardless of position or title.	4.10 (1.29/125)
	My department meets the needs and expectations of the university community.	4.33 (1.11/123)
	Teamwork and collaboration are encouraged in my department.	4.27 (1.15/125)
	My department values inclusiveness and diversity in the workplace.	4.09 (1.28/117)
	My department supports a healthy balance between work and personal life.	3.78 (1.42/125)
University Work Environment (UWE)		3.41 (1.19/115)

	I have opportunities for professional growth and development at the university.	3.24 (1.49/123)
	The university provides a safe and secure working environment.	3.82 (1.27/125)
	The university promotes diversity, equity, and inclusion.	3.69 (1.29/119)
	The university demonstrates care for the well-being of its staff.	3.08 (1.39/126)
Referral Strength (RS)		3.76 (1.02/125)
	I would recommend my department as a good place to work.	3.96 (1.27/125)
	Overall, I would recommend the university as a good place to work.	3.47 (1.27/126)
	I am proud to tell others that I work at this university.	3.88 (1.13/126)

Note: M = Mean; SD = Standard Deviation; N = Number of valid responses. Mean range: 1 = Strongly disagree to 5 = Strongly agree. "Not applicable" responses are excluded from calculations. Subscale N represents respondents who answered all items in that subscale.

Section III: Staff Retention

Staff retention refers to organizational level tactics to minimize voluntarily leaving the university for other employment. The following section highlights various topics interrelated to staff retention primarily through the lens of employees who considered leaving NMT and those that intended on remaining.

Considering Leaving:

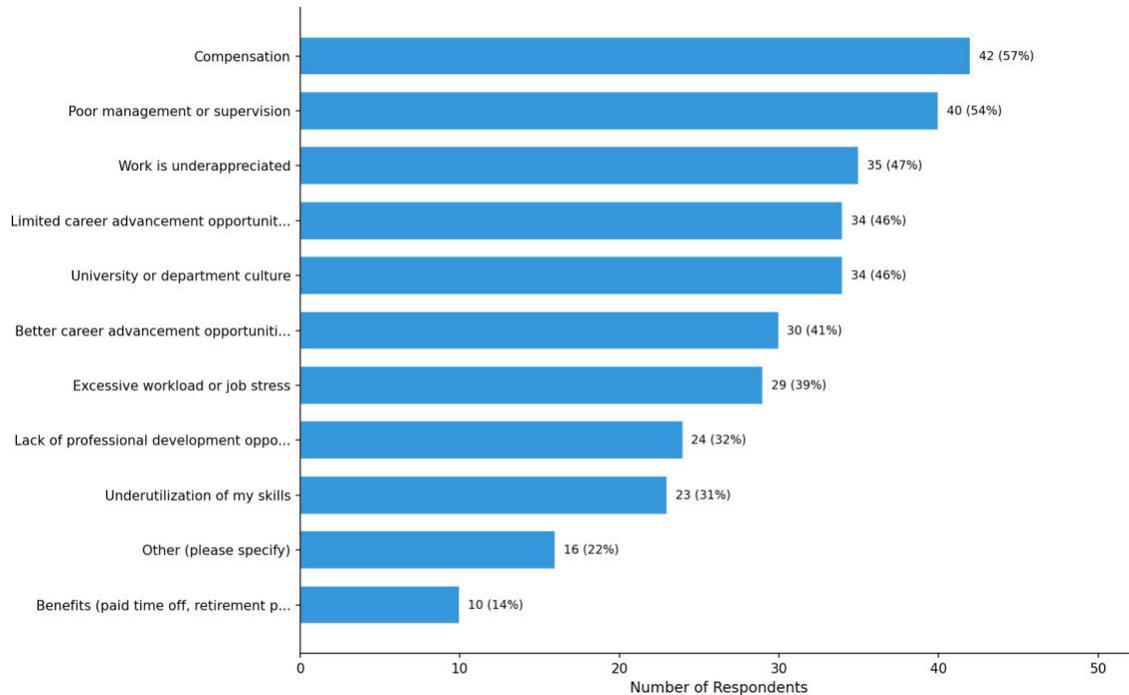
Of the 150 survey participants, 129 (86.0%) responded to the question about whether they had seriously considered leaving their position at NMT in the past 12 months. Of these, 75 respondents (58.1%) indicated "Yes" - they had considered leaving. These 75 respondents were then asked about their primary reasons for considering leaving.

Response Summary

- **Respondents who considered leaving:** 75
- **Provided reasons for considering leaving:** 74 (98.7%)
- **Note:** Respondents could select multiple reasons.

Results

**Figure 1. Primary Reasons for Considering Leaving NMT
(N=74 respondents, select all that apply)**



Other Specified Responses

16 respondents selected "Other" and provided additional reasons:

- 1. "Not enough work at my position. Tend to have to sit at my desk for hours with nothing to do. "*
- 2. "My department is moving in new directions that are not consistent with why I have enjoyed working here. "*
- 3. "Personal"*
- 4. "moving closer to friends"*
- 5. "Location"*
- 6. "lack of adequate childcare for children under 2; lack of adequate parental leave"*
- 7. "Housing"*
- 8. "Loss of loved one"*
- 9. "work environment, unrealistic expectations due to misunderstanding of actual job functions, unrealistic pressures."*

10. *"Far more required travel than I was told I'd have to do."*

11. *"nepotism/favoritism"*

12. *"The supervisors directly under the Director spend a lot of time talking poorly about others. I haven't heard either of them say something uplifting about someone regarding work. I worry they are unable to see passed their negative mindset, to see the good that lies in all of us here at Facilities Management. The crew here works hard and they deserve to be seen for the good as well."*

13. *"poor leadership from the board and would be presidents"*

14. *"Lack of childcare in my area"*

15. *"no merit based pay system"*

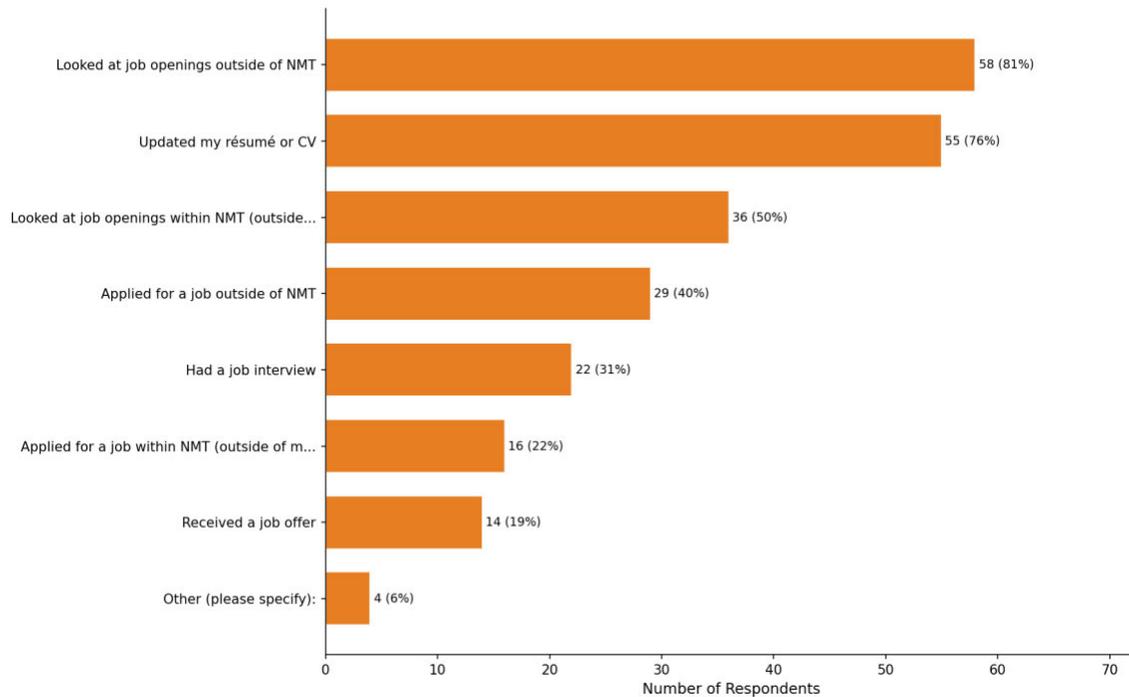
16. *"Clear support for continuing education and educational advancement opportunities "*

The data reveals that compensation (56.8%) and poor management/supervision (54.1%) are the leading reasons staff consider leaving NMT. Nearly half of respondents also cited feeling underappreciated (47.3%), limited career advancement at NMT (45.9%), and university/department culture (45.9%) as factors. These findings suggest that addressing compensation, management practices, and recognition may be key to improving staff retention.

Job Seeking-Related Activities

Staff who indicated they had seriously considered leaving their position at NMT in the past 12 months were asked to indicate which job-seeking activities they had engaged in. This question was asked to understand how far along respondents were in the process of potentially leaving the university.

Figure 1. Job-Seeking Activities Among Staff Who Considered Leaving (N=72 respondents, select all that apply)



Other Specified Responses

3 respondent(s) selected "Other" and provided additional information:

1. *"Considered Early Retirement"*
2. *"I didn't look for another job"*
3. *"none of the above"*

Suggestions for Addressing Concerns

Survey Question

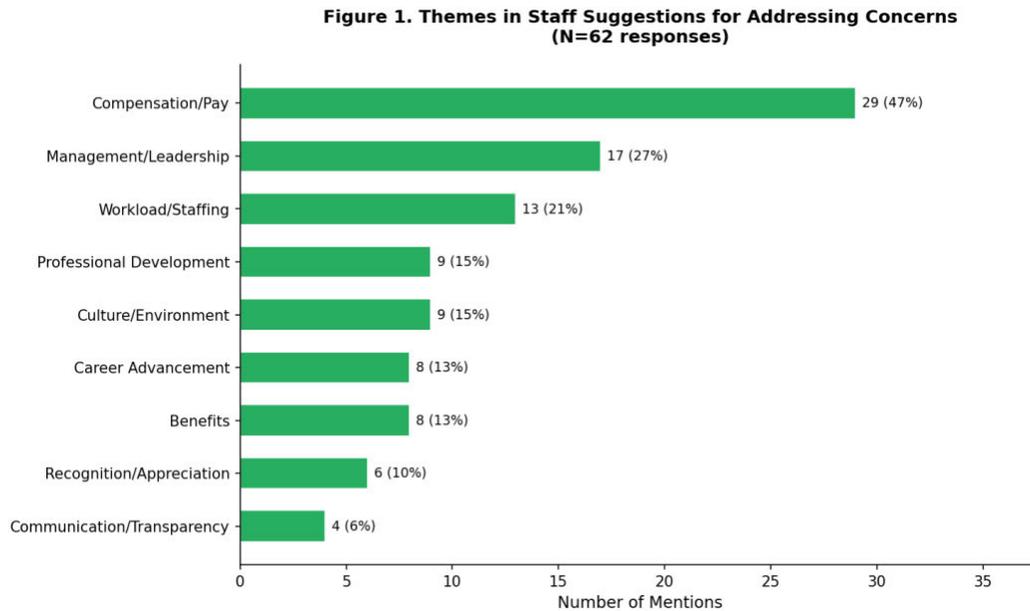
"You mentioned one or more reasons that may make you consider leaving NMT. What could the university or your department do to address these concerns and encourage you to stay?"

Response Summary

- **Respondents who considered leaving:** 75
- **Provided suggestions:** 62 (82.7%)

Theme Analysis

Responses were analyzed for common themes. The following themes emerged from staff suggestions:



Key Themes

Compensation/Pay (29 mentions, 47%): Staff emphasized the need for competitive salaries, cost-of-living adjustments, and pay equity with similar institutions.

Management/Leadership (17 mentions, 27%): Concerns about supervisor competence, leadership training, and accountability at all levels.

Workload/Staffing (13 mentions, 21%): Concerns about being understaffed, excessive workload, and need for additional hires.

Professional Development (9 mentions, 15%): Requests for training opportunities, education support, and skill development.

Culture/Environment (9 mentions, 15%): Concerns about nepotism, hostile work environments, and need for cultural change.

Career Advancement (8 mentions, 13%): Requests for clear promotion pathways, growth opportunities, and recognition of experience.

Benefits (8 mentions, 13%): Requests for improved benefits including childcare, parental leave, PTO, and retirement.

Recognition/Appreciation (6 mentions, 10%): Desire for genuine appreciation, acknowledgment of contributions, and feeling valued.

Communication/Transparency (4 mentions, 6%): Need for better communication about university plans, decisions, and transparency.

Individual Responses

The following are all 62 individual responses provided by staff:

1. *"Have more work to do. "*
2. *"Hire competent supervisors. I shouldn't have to teach my boss, making over 100k, how to do her job while I make 1/2 of what she's making. "*
3. *"Increase my salary. "*
4. *"Real leadership training"*
5. *"My monthly cost of living exceeds the amount I am paid. Significant pay increases competitive with other universities for similar positions would be a great start. "*
6. *"prior university president had no vision and openly mislead and lied to staff creating a hostile work environment."*
7. *"Offer better opportunities for advancement and have clear paths to that. I feel *bored and stuck* in my current position, and the only reason I am still here is because my job skills cannot be utilized elsewhere in Socorro. Similar positions elsewhere pay much more (relative to cost of living), and similar-sized employers have better and clearer opportunities for advancement. I feel that I will never get the chance to advance here and that my pay will only go up every July, while my family's healthcare costs continue to rise even higher than that annual July raise. ALL others that I've spoken with on campus feel the exact same, and this brings overall morale down. We need to feel appreciated and have better advancement pathways. "*
8. *"The national average for people with my skill set and qualifications in the position that I am in is well above my pay at NMT, and there are no other full time employees with the necessary training to help me perform my duties or provide relief for me to take vacations or other time off, as some of my duties require 24/7 access. If I were compensated fairly, and had another FTE to cover time off, I would happily consider continuing working for NMT. "*
9. *"The department/university can provide fair opportunities for career development, especially for employees who have served in interim roles for multiple years while carrying full responsibilities. Recognizing the value, contributions, and proven*

performance of these individuals through formal appointments, advancement pathways, and timely decision-making would greatly improve retention. Ensuring that long-term interim roles are not prolonged unnecessarily, and that merit and experience are acknowledged, would encourage me to continue my career here."

10. *"Better pay and benefits. "*

11. *"higher pay"*

12. *"I was facing extreme harassment when I was most considering leaving.*

There is not a safe method for staff to acknowledge negative treatment from faculty. HR is dismissive- if they respond at all, and I have heard from others who made title IX reports that they only made their situations worse. (Which could have been a result of the situation, but it was enough to make me reticent.)

I mostly needed a way to know if what I was going through was normal (in hindsight, it was not.) But there was no one to go to on-campus to talk about it. "

13. *"Many supervisors lack practical training for being managers or supervisors. Some supervisors do not speak to their teams in respect."*

14. *"Better pay for people at the lower pay grade levels. There is too much of a gap between the higher levels and lower levels. At lower levels there seems to be a disconnect. You are only able to get a raise in higher levels. Lower levels stay stuck for years and only get cost of living raise. "*

15. *"NMT needs a cultural shift toward accountability and oversight at the highest levels and away from the nepotism and cronyism it is rightfully known for. I do not currently feel secure that any pushback will not result in retaliation and administration either being complicit or willfully blind."*

16. *"Better communication so I understand long term plans and changes and can work toward intentional changes with details thought out"*

17. *"The university could prioritize childcare for their employees, especially the childcare under 2 years old. The university could have a better policy for parental leave--one that does not penalize spouses who both work at NMT. "*

18. *"Individualized appreciation, not just blanket email blasts that are supposed to suffice."*

19. *"Increase pay. I keep hearing that the university is "competitive", but I can make double elsewhere. I basically live in poverty and it's unsustainable. We use government assistance to supplement our living. I have to work remotely because I can't afford to live in Socorro with my family."*

20. *"Create an environment of consistency and stability"*

21. *"Make pay more competitive. Though we are a smaller dept or workload and hours are larger than most, yet we have some of the smallest salaries on campus."*
22. *"Pay raises would be the number one thing. You can see people all over campus in higher positions getting pay raises but for hourly employee's "there's no funding" for even a cost of living wage."*
23. *"Grant terminally degreed librarians faculty status with commensurate pay, offer a 9 month faculty schedule for librarians, and provide funding for ACRL/ALA conference participation. Then I would stay forever!"*
24. *"Require timely communication from departments like ITC, who seem to gatekeep all aspects of access university wide."*
25. *"Ensure the university provides compensation that improves the lives of its employees, and not at the threshold of "just enough to get by, not enough to grow""*
26. *" Smoke and mirrors of a division head to make it seem as if the issues are between departments is just a weak way to deflect their lack of ethics and real caring of staff well-being. Address that and more people will feel able to feel like they really matter to the university. "*
27. *"for supervisors to really listen and understand job functions, and to understand when they are placing unrealistic job pressures upon you, sometimes the pressures feel as a tactic to make you want to quit. Also understand that family life is important and to not make you feel that you must choose the job over the family if you want to remain in a certain position. "*
28. *"Better compensation, promote better work life balance."*
29. *"More management personnel in key Admin positions with HANDS-ON EXPERIENCE, not just promoted because they're the only one left that knows what's going on or someone brought back from retirement; human resources training specific to SUPERVISORS; more access to Admin without fear of retribution; more communication and openness as to exactly where the Department is in terms of funding, spending, and in completing deliverables-it's everyone's job to ensure that the program is successful; purchase and acquisition of new modern equipment developed in the last 5-10 years-that would be a major investment, but the benefit of modernization and movement into research used by competitors now in the current century outweighs the cost"*
30. *"Higher pay or less travel."*
31. *"Start with increasing salaries. "*
32. *"More equitable pay for employees to match industry standards of the job role. Look at each department and see if the expectations match what budget and staff it is given."*

33. *"show appreciation for the work we do. All employees!! not just the Directors, VPs, etc"*
34. *"The workload is large, comparable (if not greater) to that in consulting prior to joining NMT. If I'm going to work this hard, I would consider moving back to the much better-paying consultant job."*
35. *"Update technology and systems. The university lacks software options for a bunch of things like on campus property, employee files, hiring applications, etc. Its very discouraging to try and find things to do your job better and be told no because it's always been done on a pdf or a spreadsheet."*
36. *"University administration should provide more support to the employees"*
37. *"Tuition assistance for other universities. I cannot get an engineering degree!"*
38. *"NMT has some institutional challenges hindering progress due to an unwelcoming atmosphere for new ideas, particularly from staff, and a general lack of mutual respect. These issues, combined with outdated processes that fall short of modern higher education standards, present a notable risk to the long-term health of the institution."*
39. *"Pay more "*
40. *"Human Resources shelves applications for jobs for a too literal interpretation of desired and/or required qualifications. For example, when a qualification or certification is pending.
"*
41. *"Get control of the extreme nepotism that is a cancer on this institution. Some great people work here, but you will not advance unless you are related to or went to high school with your supervisor."*
42. *"Pay me a wage that is competitive with other New Mexico state universities. I make less at New Mexico Tech than I made at New Mexico State University twenty years ago."*
43. *"Search for the good in people, and try to assume people have the best intentions. Building a positive narrative, rather than the opposite. Forgive your employees for shortcomings and try not to hold it against them by expecting the worst from them. Lastly, making the work place a positive place to want to come in to each morning, rather than creating a negative atmosphere."*
44. *"#I general culture- genuine leadership. We need people who care about people, and it's not the president's sole burden (*Auxilieries and EMRTC wink wink*). Isn't on all of us to take care of each other? Also it's widely accepted that one of the primary functions of leaders is to make more leaders, so why is the university so dysfunctional on the human level that extensive resources are spent to find a new president??? Shouldn't we be investing in our people and hire internally? It also seems like robbery for NMT to*

have contracts that continue to pay individuals that held high positions after they have resigned/left.

#2 University wide operational efficiency- one example is not having a seamless promotional structure. The fact that an individual, say an an engineer can't simply advance to the next level but instead must wait for a new position to be created, apply, BE INTERVIEWED (wtf), and accepted by the same people who poked HR to make the position for the employee in the first place. How can NMT be proud of itself when industry standard, basic operations are poor? I should be an Engr II and my department is supportive but I'm stuck... below Enr I.

NMT often touts how great a place it is. After living here nearly 10 years I don't see it. The best I've seen is the invention of the nicotine patch and a magazine that ranked it top school in the country based on superficial reasons. There are good things at Tech, but I have yet to see anything GREAT."

45. "Actually care for the employees, I love what I do but it's hard sometimes to make ends meet. "

46. "Train management. "

47. "Management / development training should be provided to all supervisor"

48. "Hire more people for the support roles and provide better compensation so they stay, make it less tedious to get promoted to a higher position, do less "legacy" hiring, make it easier to get more education while working, do actual supervisor training"

49. "Let me help shape the path of my career. What I do and how I do it are obviously beneficial to the department and university, so when I ask to grow in those directions, I've been told that I am my job title, and just do that. The only way to grow and specialize is to leave. "

50. "As a temporary employee, I am not a fan of how we lack simple benefits such as PTO, Sick-Days, etc. I am expected to work 5 days a week and holidays unless I take unpaid time off, that's a bit ridiculous. "

51. "Hire more people to share the load. Increase pay for my skills and position"

52. "Across the board treat everyone equally and pay everyone what there worth not who they know. "

53. "Raise compensation to be in line with similar positions at other state organizations. I know it will not compete with the private sector, but in my role it is ~\$30-\$50K lower than similar positions in our state government."

54. "The campus culture is absolute negativity and chaos. Observers come away with perceptions of tremendous Inefficiency, perceived low output from many campus the work

units, and an overall feeling of expectations and needs not being met. It's as if a heart for public service is lacking. This mindset cannot be "wished" into existence, it can only be cultivated and honestly, at this stage if the university is going to survive longer than the short term, this mindset must be mandated."

55. "Even though I could work at another job in my area of expertise and make more money, I value meaningful work and work/life balance that my positions allow. However, when I feel that I can not do my job effectively or that I am losing time that I do not have since we are understaffed because of administrative issues, data management issues or procedures that are university based/systemic across the university that makes me ineffective and inefficient or incapable of doing aspects of my job, I start looking at other openings. "

56. "I would prefer not to leave NMT as a whole, but have considered moving to a different department because of conflict with my current supervisor (a separate department within NMBGMR, not conflict with the director). "

57. "Pay enough to hire professional staff."

58. "Need an assistant so it's not all on my shoulders. I've had a raise for more duties added "in the works" since I took a new role in July 2024. Despite the setbacks and delays in promises, I still love my job and know my programs will cease to exist if I leave. I care about what I do and the relationships I've built over the last 5 years. I've had offers from others to replace their directors for a significantly higher salary(+30k) for the same thing I do currently with a team of employees, but turned them down. "

59. "Conduct a serious, anonymous, and professional evaluation of workplace culture, not lead by the current executive leadership. Implement robust policies and training aimed at preventing and addressing bullying and hostile work environment. Add unsubstantiated constant criticism and constant micromanaging to the list of prohibited workplace behaviors. Require executive leaders to undergo management training that is not taught by NMTY's own executive leadership. Take complaints seriously and hold even the highest levels of employees accountable for inappropriate workplace behavior, especially when supervisors directly undermine their own employees and functional areas. "

60. "Better treatment of current staff; more effort towards staff recruitment to alleviate workload; fairer compensation; better training opportunities; WFH opportunities."

61. "money, adequate staffing"

62. "I feel as there is no way to grow unless you know someone higher up and you are friends with them instead of looking and work ethic, experience and degree, there are employees working under directors with no degree, no experience making 70k and also not a professional in what they do. "

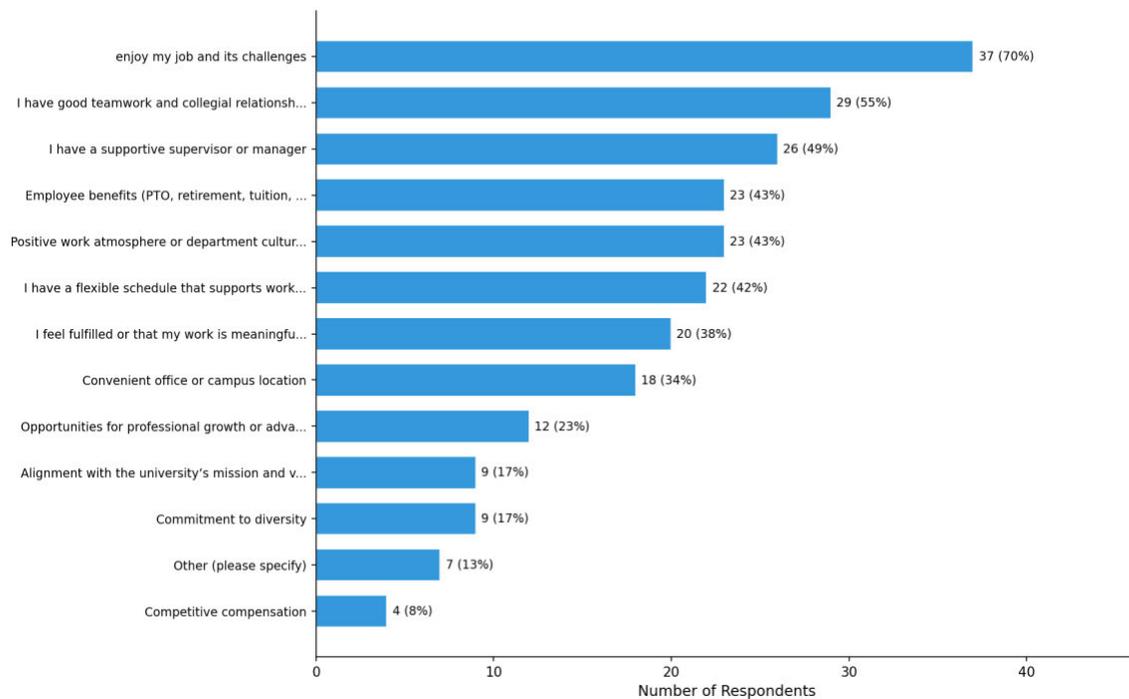
Reasons for Remaining and Suggestions for Improvement

Reasons for Remaining at NMT

Staff who indicated they had NOT seriously considered leaving their position at NMT in the past 12 months were asked about their main reasons for remaining. This provides insight into what factors contribute to staff retention and satisfaction.

- **Respondents who have NOT considered leaving: 54**
- **Provided reasons for remaining: 53 (98.1%)**
- **Note:** Respondents could select multiple reasons.

Figure 1. Main Reasons for Remaining at NMT
(N=53 respondents, select all that apply)



Other Specified Reasons

6 respondent(s) selected "Other" and provided additional reasons:

1. *convenience and work life balance and challenging job all apply"*
2. *1) enjoy my job 2) employee benefits 3)flexible schedule that allows me to take leave for assisting family members 4) close to retirement 5) my family REALLY likes Socorro"*

3. "enjoy my job and its challenges, I have a supportive supervisor or manager, I have a flexible schedule that supports work-life balance, I have good teamwork and collegial relationships, Employee benefits, Positive work atmosphere and department culture, I feel fulfilled or that my work is meaningful, convenient office or campus location, opportunities for professional growth or advancement"

4. I would say the main reason is a supportive supervisor, everything else flows from that."

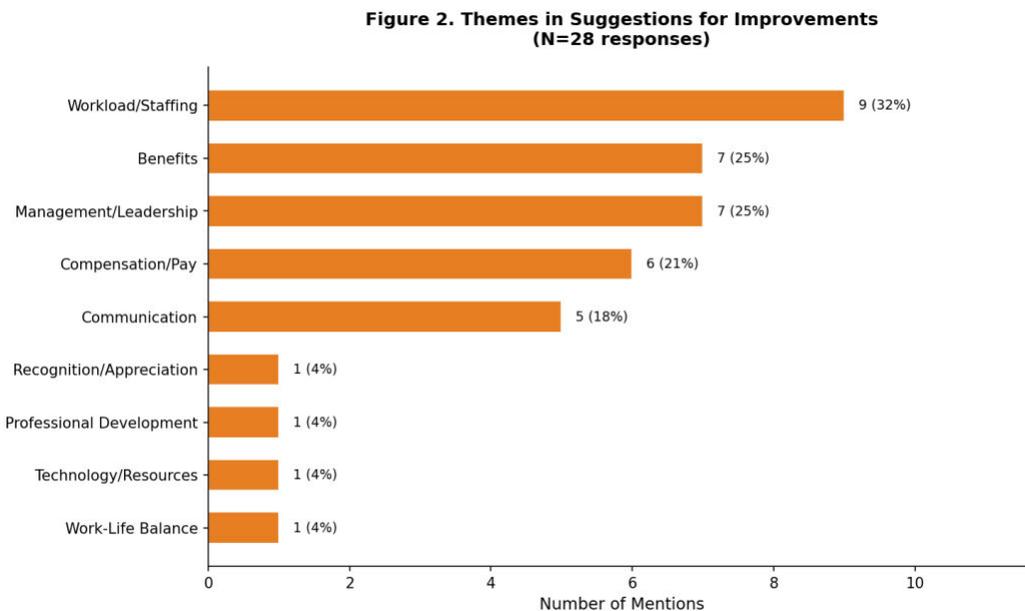
5. "Im broke "

6. "Not sure how to answer it is my first week "

Suggestions for Additional Changes, Resources, or Support

Staff who have not considered leaving were also asked what additional changes, resources, or support would further improve their experience and satisfaction at NMT. This question helps identify areas for enhancement even among satisfied staff.

- Respondents who have NOT considered leaving: 54
- Provided suggestions for improvements: 28 (51.9%)



Improvement Themes

Responses were analyzed for common themes:

- Workload/Staffing (9 mentions, 32%)
- Benefits (7 mentions, 25%)

- **Management/Leadership (7 mentions, 25%)**
- **Compensation/Pay (6 mentions, 21%)**
- **Communication (5 mentions, 18%)**
- **Recognition/Appreciation (1 mentions, 4%)**
- **Professional Development (1 mentions, 4%)**
- **Technology/Resources (1 mentions, 4%)**
- **Work-Life Balance (1 mentions, 4%)**

Individual Responses

The following are all 28 individual responses:

1. *"I don't always believe that the leadership of the NMT has a clear mission or message. This leaves all stakeholders at NMT (employees, faculty, students, etc.) feeling vulnerable and adrift. It is also important to note that not everyone's voice is heard or represented well even with our various councils/committees. Sometimes the voice that yells the loudest isn't the best representation. "*
2. *"It makes me so angry that spouses have to split FMLA leave. [REDACTED] will tell you that this is required by law, but she is incorrect. NMT could allow spouses to both have 12 weeks of FMLA leave. It makes me feel like NMT really does not care about its employees. Secondly, the lack of infant care at the childcare center is a big issue. Not only for employees but it is a management problem as well. Parents at the Bureau are having to bring their babies into work because they have literally no other option. NMT is not taking this issue seriously and making it a priority. It is clear that NMT does not really care about supporting families with small children. "*
3. *"Clearly defined job families where I can see a path to promotion overtime."*
4. *"The relationship between the university and its research divisions is poor. The university provides poor support, has rigid rules that are not designed for research divisions. The university: often fails to comply with the invoicing standards of funders, does not allow divisions funded using soft money to set competitive salary ranges to attract necessary talent during limited periods of performance, provides next to no legal support for drawing up contracts, delays projects through micro-management of change orders, among many other ways that they undermine the projects of research divisions."*
5. *"Regular raise opportunities that don't involve department hopping. It would be nice to get raises (not just the yearly 2-4% state employee increase) for employees who are*

doing great at their jobs and going above and beyond. If someone does a job well compensate, rather than have that person move to get more money because sometimes the replacement person just isn't as good. Some of us would like to continue doing what we enjoy without having to move to a new job just to get a raise.

Also open communication from the school is greatly appreciated. It has approved over the years, and recently Dr. Jackson, Delilah Walsh, and Dr. Coolen have done a fantastic job of keeping the campus informed on what is going on and also explaining the whys of what is going on or needs to be done. It's a refreshing change from past administrations and I hope it continues. Since Dr. Jackson became interim president I feel the staff, faculty, and students are not only being heard, but are being treated better. I hope this upward trend of positivity continues."

6. "a"

7. "a"

8. "The university administration does not view staff as equivalent to faculty, despite the fact that several highly qualified staff members—many with U.S. university PhDs and postdoctoral experience—regularly secure external funding. These employees do not receive appropriate bonuses (salary hikes from funding received) and are not considered for tenure-track positions, even though they lead research programs and advise students. The university currently lacks a defined career ladder, including competitive compensation and benefits, for these PhD-level staff."

9. "Official university policies are often abandoned in favor of what works between the supervisor and employee, but I've heard instances of HR overruling that even when the handbook says at supervisor's discretion. I don't like any organization who bases their policies off of a few bad employees and restricts flexibility for those that could handle it. Management and HR should be trained to deal with difficult employees, rather than blanketly punishing everyone. Policies should be documented and easily referenced by employees, communication with individuals leads to misunderstandings and different answers for different people. IT should be the forefront of a technological university, but we always seem to be lagging behind. "

10. "A department director who is more passionate about leading their team and inspires motivation and a sense of community, and who would be willing to stand up for their employees when called for."

11. "Better compensation"

12. "In light of situations such as Oklahoma University suspending faculty for doing their jobs under pressure from right-wing grifters, would love to have NMT leadership affirm that they are committed to fully supporting their faculty/staff in such cases. Previously Then-president Wells invited a climate change denier to speak at commencement and

refused to uninvite him, claiming it would be 'too mean' despite campus-wide pushback. Pseudoscience and misinformation has no place here. "

13. "Improved staff onboarding processes and structure, and reduce paperwork challenges. Too many forms requiring too many signatures, need to seriously improve efficiency on this. "

14. "I feel that I am undercompensated for the work I do, particularly when compared to people with similar or less experience in industry."

15. "More refresher trainings, particularly after gaining experience of the various university systems"

16. "Top-Down Communication, More competitive benefits, or at least update the tiers and rates for benefit contributions. 61,800K is paying as much as the 250-450k plus employee, etc. A lot of other employers contribute more or absorb occasional rate increases. "

17. "I currently have nothing I would like to change "

18. "More staff"

19. "Improved communication and documented short term and long term plans."

20. "A clear onboarding process starting with HR. Readily available policies and procedures. Clear and open communication between departments. Better support for new and working moms. "

21. "It would improve my experience if I knew that our custodial staff and temporary employees received the same benefits that I and the regular full time staff receive. Custodians and temporary full time workers deserve PTO, sick days, and vacation time as much as anyone else. Please, seriously consider upgrading their benefits."

22. "Give more bonuses/prizes"

23. "more time off and a more flexible work schedule"

24. "Support from other departments."

25. "Better benefits, if benefits weren't taken away or made more expensive, better compensation for colleagues"

26. "I will continue to repeat the need for better on boarding. I had no idea how to do certain things when I started and I still don't fully understand all that I need to. I would also like better and more meaningful oversight with my job. My supervisor does not provide any help to me for my job. I have had to rely on coworkers for guidance in relation to teaching, policies, or further development with my job. "

27. "having more staff."

28. "More staff and better attitude "

Section IV. Employee Benefits Perceptions Analysis

Methodology

Response Coding

The Employee Benefits Perceptions items use a 5-point Likert scale. Responses were coded as follows:

Response	Code
Strongly agree	5
Somewhat agree	4
Neither agree nor disagree	3
Somewhat disagree	2
Strongly disagree	1

Calculation Methods

- "Not applicable" responses were excluded from all calculations.
- Missing/blank responses were excluded from all calculations.
- Item-level statistics (M, SD, N) are calculated using all valid responses for each item.
- Subscale-level statistics are calculated using only respondents who answered ALL 6 items within the Employee Benefits Perceptions section.
- Higher scores indicate greater agreement with the statement.

Interpretation Guide

- Mean of 4.5 - 5.0: Strong agreement
- Mean of 3.5 - 4.4: Moderate agreement
- Mean of 2.5 - 3.4: Neutral/Mixed responses
- Mean of 1.5 - 2.4: Moderate disagreement
- Mean of 1.0 - 1.4: Strong disagreement

Results

Table III-1 presents the means and standard deviations of the Employee Benefits Perceptions items. The subscale mean represents the average score for respondents who completed all 6 items.

Table III-1. Means and Standard Deviations of Employee Benefits Perceptions Items

Subscale Categories	Employee Benefits Perceptions Items	M (SD/N)
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Employee Benefits Perceptions (EBP)		3.28 (1.11/118)
	I have a clear understanding of the Benefits Package available to me as an NMT staff member.	3.50 (1.30/120)
	I feel confident in finding assistance for questions about my Benefits Package.	3.30 (1.41/119)
	NMT effectively communicates and explains the available Benefits Package to staff.	3.02 (1.33/120)
	The Benefits Package positively impacts my overall job satisfaction.	3.36 (1.24/120)
	The Benefits Package contributes to a healthy work-life balance.	3.34 (1.29/120)
	Overall, I am satisfied with the Benefits Package available to me.	3.23 (1.32/119)

Note: M = Mean; SD = Standard Deviation; N = Number of valid responses. Mean range: 1 = Strongly disagree to 5 = Strongly agree. "Not applicable" responses are excluded from calculations. Subscale N represents respondents who answered all 6 items in the Employee Benefits Perceptions section.

Open-Ended Responses

Respondents were asked: "What improvements or additions to the Benefits Package would most increase your satisfaction?"

Total responses: 62

1. *"Not sure "*
2. *"Cancel GYM fee for staff and faculty"*
3. *"First, a functioning HR department would work wonders for overall satisfaction. Current HR staff give conflicting answers regarding leave, FMLA, etc. (sometimes even from one individual within HR!). Second, and more importantly, NMT needs to enter the 21st Century with regards to parental leave. They currently give the minimum allowed by federal law, which essentially means that they would give less if they could. Finally, the yearly increases in the cost of health insurance coupled with the decreasing availability of access to healthcare needs to be addressed. These increases in employee contributions often cancel the meager (and less-than-inflation) raises meted out each year. "*
4. *"Training on best practices"*

5. *"A more extensive package related to well being. For example, employee wellness. Also a more extensive tuition remission plan. For example, UNM offers 8 credit hours fall & spring and 4 credit hours in the summer. In addition you can use up to 3 credit hours per year on health, fitness, and personal enrichment courses."*
6. *"The cost and more clarity when we have questions. Every time I've had a question for HR about my benefits, I am referred to a website or told that they don't know the answer."*
7. *"I feel that we have a good benefits package. It is a big part of why I am here. But the way HR communicates around the benefits package is not great. Also the NMPSIA is horrible to work with, and HR does not support employees who have to engage with NMPSIA."*
8. *"The lack of any type of new employee on-boarding process, where subjects like the benefits package could be introduced, would be beneficial to both employees and the university as a whole."*
9. *"Every year they remove more and more benefits. We formerly had access to the gym for free. Now we do not."*
10. *"I quite like the benefits! "*
11. *"The benefits package is mostly fine. The main problem is that salaries are not competitive."*
12. *"We first need a contact to explain and answer questions knowledgably and specifically. And completely. Next, the health benefits are higher cost and lower value than average and getting worse. I know that's a national problem but we are coming from a lower baseline. "*
13. *"Pet insurance, understanding that people don't have to be married to be life partners for leave"*
14. *"Better policy for parental leave- more than the bare minimum of FMLA and do not require that spouses who both work at NMT split their 12 weeks of FMLA. "*
15. *"A more employee centric approach to available benefits not Benefits offered that supports the University."*
16. *"You need to fix HR. They have been the guaranteed point-of-failure for the university. Since I've enrolled, they have been a mess. I will say that if I go into the office and find a physical person I can get things done, but if I have to email or send a job application I can rest assured that something will get messed up on their end. "*
17. *"I honestly don't even know what benefits I pay for. In a perfect world I could customize the benefits I would pay for and keep more money in my pocket."*

18. *"The health insurance coverage has unfortunately gotten worse over the years. It's a NMPSIA issue, and although it was the insurance package with majority of votes, the previous one was better. "*

19. *"When I started working at tech I had a brief overview of benefits. Thru changing positions and not being eligible to now being full time, salaried, I still have no sense of benefits available to me because there has been no re-introduction or contact from HR about my options/opportunities and my workload is such that I can't spare the time to head over and talk with them regarding any questions I might have."*

20. *"n/a
"*

21. *"Clear, regular, uniform communication from administration"*

22. *"NMT picking up more of the ever rising cost of insurance (which again they won't give raises to compensate for) and more time off with more time working at NMT e.g. 10yrs service=7hrs off a paycheck 15=8 or something along those lines."*

23. *"The health insurance costs are too high for employees."*

24. *"Encourage departments to facilitate their employees to use appropriate benefits, such as the covered credit hours."*

25. *"Better communication when questions are asked to HR. Respond to emails in a timely manner. Answer questions fully; NOT JUST THE LAST QUESTION ASKED. Regular 30-minute seminars on the benefits package, examples at all stages of career of the functioning of the pension, what additional contributions to 403B can do, and examples of each at each stage of an employees career."*

26. *"Searched for NMT benefits and the top Google result is a document from 2021, the newest document from the HR website is from 2024. If documents had the same name old ones wouldn't still be floating around the internet. More flexibility in scheduling and remote work would be nice. With training for management on how to address issues."*

27. *"lower insurance premiums, free gym membership"*

28. *"Cost of living increases do not match inflation, but they clearly should"*

29. *"Retirement information is not clear. particularly what you forfeit if you leave before 5 or 10 yrs at NMT."*

30. *"Clear communication of vesting timelines and what and how an employee's contributions and university contributions are available to the employee. Also, clear communication of investment growth and who is managing that money. It would be good to give the employee some control over retirement fund management (e.g., option to choose an aggressive portfolio)."*

31. *"Tech can and should increase the % they cover vs the % coming from employee paychecks. "*
32. *"Better explanations and documentation, healthcare in particular. "*
33. *"I have to choose between paying for health/dental/vision insurance and using my health/dental/vision insurance with all of the out of pocket expenses and co-pays."*
34. *"Help with tuition outside of NMT"*
35. *"Better health care for the price"*
36. *"We got a cost of living raise, then the employee contribution for healthcare benefits increased, more than erasing the raise, for a net reduction in compensation. "*
37. *"better retirement options"*
38. *"I do not subscribe to the University's health insurance. I receive better benefits at a cheaper rate through my husband's health insurance."*
39. *"Employee/Employer contribution tiers. "*
40. *"Clear and easier to understand "*
41. *"Nothing"*
42. *"Support for new and working moms. With the lack of health care options in the area, having extra time to drive to other areas to receive regular check-ups. "*
43. *"The gym was listed on that package and now we have to pay. We have been told that is why we get paid less because we have access to the gym etc. "*
44. *"Extend the full benefits package, including PTO and sick days, to the custodial staff and full time temporary employees as well."*
45. *"Give more benefits to temps"*
46. *"Remove the campus "benefits" and pay higher, or make the "benefits" much cheaper or free/ and still offer a way to opt out for higher pay "*
47. *"Less of the burden of health insurance paid by the employee. Commitment of the university and department to let me use the educational credits. (Too many people are only allowed to take classes if it doesn't interfere with their work day. so you can only take classes on your personal time, when you're exhausted and must sacrifice time with your family.) Salary workers should be able to work an 80-hr pay pd, and not 40-hr weeks."*
48. *"See previous comments about temporary worker benefits."*
49. *"The cost is too high and it keeps increasing every year "*

50. *"More of the federal holidays as paid time off (e.g., Veterans' day, indigenous peoples/Columbus day, president's day, etc.). "*

51. *"Review Onboarding process"*

52. *"Please create an interactive onboarding program for new employees. Please include information regarding how things work and where to get help with questions. "*

53. *"I greatly appreciate the ability to use my benefits package to attend classes. However, I think that ALL fees should be covered, especially distance learning fees. I also think the distance learning fee needs to be reevaluated since if the class is hybrid most students utilize the distance learning option (online option). Currently fees are \$380. Also if the class requires Adobe products, I end up paying the fee even if I am using my work adobe account, which my division pays for.*

Other improvements would be a higher percentage of health care coverage. More opportunities for flexible work plan or work day schedule. Child care assistance for offsite workers. Acknowledgement that offsite workers do not get to utilize onsite facility.
"

54. *"I think that an understanding of what benefits are available to employees would be helpful. With onboarding, they are supposed to give you a training that covers benefits, etc., but I was lost in the shuffle and never had that opportunity. When something comes up or I hear about something I wasn't aware of, I attempt to reach out to HR to learn more. It would be nice to have an in-person benefits training. This would give employees options to attend if they want to make sure that there's understanding of all the benefits we have access to, as sometimes this changes. I'm still not sure I understand all the benefits we have."*

55. *"Retirement should not be mandatory. Insurance should be affordable."*

56. *"Lower costs or higher percentage if raised so it doesn't equal a lower salary once premiums go up. Also, the ranges of pay for rate hikes is unfair to the ones barely making above the lowest in the bracket are required to pay as much as someone make twice what they do. "*

57. *"Not having cost of benefits increases the cost of living increases, more comprehensive tuition waiver, gym/pool membership paid for, more clarity on benefits"*

58. *"Lower health insurance premiums. More PTO"*

59. *"Health insurance here costs significantly more than similar employers."*

60. *"I would like to see that the gym membership be returned to its former glory. That was a very nice benefit to have that I am no longer using because I'll have to pay for it. I would also like to have these policy changes explained to us."*

- 61. "stop allowing health insurance benefits to eat up cost of living increases"
- 62. "Better organized information on NMT website "

Section V. Workload, Pay Equity, and Leadership Accountability Analysis

Methodology

Response Coding

The Workload, Pay Equity, and Leadership Accountability items use a 5-point Likert scale. Responses were coded as follows:

Response	Code
Strongly agree	5
Somewhat agree	4
Neither agree nor disagree	3
Somewhat disagree	2
Strongly disagree	1

Calculation Methods

- "Not applicable" responses were excluded from all calculations.
- Missing/blank responses were excluded from all calculations.
- Item-level statistics (M, SD, N) are calculated using all valid responses for each item.
- Subscale-level statistics are calculated using only respondents who answered ALL 5 items within the Workload, Pay Equity, and Leadership Accountability section.
- Higher scores indicate greater agreement with the statement.

Interpretation Guide

- Mean of 4.5 - 5.0: Strong agreement
- Mean of 3.5 - 4.4: Moderate agreement
- Mean of 2.5 - 3.4: Neutral/Mixed responses
- Mean of 1.5 - 2.4: Moderate disagreement
- Mean of 1.0 - 1.4: Strong disagreement

Results

Table IV-1 presents the means and standard deviations of the Workload, Pay Equity, and Leadership Accountability items. The subscale mean represents the average score for respondents who completed all 5 items.

Table IV-1. Means and Standard Deviations of Workload, Pay Equity, and Leadership Accountability Items

Subscale Categories	Workload, Pay Equity, and Leadership Accountability Items	M (SD/N)
Workload, Pay Equity, and Leadership Accountability (WPELA)		2.61 (1.10/113)
	My department has enough staff to manage the workload without overburdening employees.	2.72 (1.54/119)
	When someone leaves, their position is filled in a reasonable amount of time.	2.33 (1.41/116)
	I am fairly compensated for the level of responsibility and duties I am performing.	2.73 (1.40/118)
	Decisions at NMT are made and applied fairly (for example: scheduling, remote work, opportunities, recognition, pay).	2.56 (1.39/116)
	I feel comfortable raising concerns about workload, treatment, or policy without fear of negative consequences.	2.85 (1.45/117)

Note: M = Mean; SD = Standard Deviation; N = Number of valid responses. Mean range: 1 = Strongly disagree to 5 = Strongly agree. "Not applicable" responses are excluded from calculations. Subscale N represents respondents who answered all 5 items in the Workload, Pay Equity, and Leadership Accountability section.

Section VI. Final Open-Ended Question Analysis

Survey Question

"Thank you for completing this survey. Our final question for you is: What actions, resources, or improvements could NMT implement in the coming year to better support staff and strengthen retention?"

Response Summary

- **Total participants:** 150
- **Provided responses:** 74 (49.3%)
- **Did not respond:** 76 (50.7%)

Theme Analysis

Responses were analyzed for common themes. The following themes emerged from staff suggestions:

Theme	Number of Mentions	Percentage
Compensation/Pay	31	42%
Staffing/Hiring	28	38%
Management/Leadership	27	36%
Communication/Transparency	18	24%
Benefits	16	22%
Career Advancement	12	16%
Training/Development	9	12%
Technology/Systems	7	9%
Recognition/Appreciation	7	9%
Culture/Environment	6	8%
Fairness/Equity	5	7%
Workload	4	5%
Accountability	2	3%

Key Findings

The top five themes in staff suggestions were:

1. Compensation/Pay – 31 mentions (42%)
2. Staffing/Hiring – 28 mentions (38%)
3. Management/Leadership – 27 mentions (36%)
4. Communication/Transparency – 18 mentions (24%)
5. Benefits – 16 mentions (22%)

Individual Responses

The following are all 74 individual responses provided by staff:

1. *"Get a new clock in system."*
2. *"It's the salary, stupid! If you want to make employees happy, then pay us more! All the "warm-fuzzies" in the world will not help us pay the bills and deal with the increasing costs of EVERYTHING in the USA. Stop hiring new administrators, buying out failed presidents, and entertaining politicians and PAY US MORE. "*
3. *"Remove or demote Dr. Greene. Promote a qualified faculty to VPAA. Hire more HR Staff. Stop leadership micromanaging. Listen to the staff when they report bullying, toxic work environments, and illegal requests from administrators. "*
4. *"I'm not even sure how to begin answering this question. Moral is low, work loads are extremely high. What I can tell you is that when I leave my post at the end of my shift, it generally takes me around five hours to acclimate or relax. The amount of work we do needs to be balanced with how much of it we can actually accomplish and how much we are compensated."*

Another area would be not having to wait 8 weeks to get bonus pay we were promised for working extra hours. This has happened to me and others I know more than once. "

5. *"One part would change bylaws of Staff Council so it serves as an important source of input into the issues and decisions of the University as they relate to the general welfare of the staff of the University. Staff council needs a seat at the table providing input on decisions. "*

6. *"Transparency"*

7. *"Improve our healthcare costs and implement better pathways to advancement and raises. Improve the HR department overall. Standardize maternity/paternity leave that won't affect our normal sick leave (other countries offer a year or more), and NMT can't even give us a week. Some of us have no leave, and we are forced to return to work immediately after our child is born; this includes me. Regular feedback on our performance. "*

8. *"The biggest issue about working at NMT is having to deal with the HR office. It is horrible that married employees have to split FMLA and can only take 6 weeks of leave each. This needs to change. Dealing with HR and NMPSIA around any questions related to benefits, leave, or insurance claims is horrible. Everything they do is on paper forms and should be electronic. NMT is not prioritizing childcare for families. This should be of the highest priority! Having families stay in our community is essential for a healthy community, campus, and school. Although there are many great things about*

working at NMT, and I love my division. Having to deal with the awful incompetency of the HR department, having no options for infant childcare for my employees, leaves a bad feeling. "

9. "Figure out pay ranges, job families, and improve compensation overall. Our HR department should be doing this work, it's not hard, it just hasn't been prioritized."

10. "While my direct supervisor is very supportive of my efforts to perform my duties, their direct supervisor has made ineffective changes for our department that negatively affect how effectively I can perform my duties, receive the annual retraining courses required in my position, and has made our department as a whole less effective through her leadership. "

11. "First, implementing competitive pay raises and ensuring fair, equitable compensation across campus for employees holding the same title would demonstrate a clear commitment to valuing staff contributions. Second, maintaining consistent policies, along with reliable, transparent communication about those policies would help reduce confusion and build trust. Finally, establishing stable leadership and management, with clear direction and continuity, would create a more supportive and predictable work environment where employees feel confident investing in their long-term career at the university."

12. "It really comes down to pay in my current position. There were definitely issues in my previous position with executive leadership. The environment was really toxic and I along with most other left. However, since moving jobs, my supervisors have been nothing but helpful."

Research by Judge et al. (2010) found a small but statistically significant positive correlation between pay level and overall job satisfaction. However, this is not the full picture of job satisfaction. Rosenbaum (2016) reports that among young working adults (ages 25–32), non-monetary job rewards like autonomy and the sense that one's work is relevant to a career path are more strongly associated with overall job satisfaction than take-home pay. In other words, workers value meaningful work and control over how they work more than extra pay when it comes to their satisfaction.

Personally, I don't hear many complaints from staff about the work they do. They tend to like the work and the culture of their departments. Therefore, I assume that most people look elsewhere because the compensation is low. Most of the jobs available at NMT are significantly below par compared to the same job elsewhere. Pay the staff a fair wage. Pay the researchers what they want to keep talent. Give more bonuses and raises, and don't fight supervisors who want to give them out.

References

Judge, T. A., Piccolo, R. F., Podsakoff, N. P., Shaw, J. C., & Rich, B. L. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77(2), 157–167. <https://doi.org/10.1016/j.jvb.2010.04.002>

Rosenbaum, J., & Rosenbaum, J. (2016). Money isn't everything: Job satisfaction, nonmonetary job rewards, and sub-baccalaureate credentials. *Research in Higher Education Journal*, 30 <https://soar.suny.edu/entities/publication/8e67f139-3c9a-4ce2-b502-5e83eee554ce>"

13. "Please put in a method for admins to support new admins. I strongly recommend a system where they are paired with an experienced admin to shadow them for a month or two.

Training (especially when you first start) can be overwhelming, but having someone to go to can really be helpful.

Even having someone on part-time who is well-versed in NMT who can be reached for questions from staff & student workers to help support them would be a great resource. "

14. "1 week and 2 week seminars are available through various vendors across the US to help employees learn how to be successful supervisors.

Pride gets in the way when employees think they do not need further training.

A poor supervisor hurts moral and becomes a demotivator. NMT has allowed poor supervisors to stay in power and create turnover in departments.

Technical upgrades - just keep moving forward with the resources available.

Otherwise, I think NMT is doing a good job protecting the future of NMT."

15. "Establish oversight for administrative and managerial positions, including all VPs.

Establish an anonymous whistleblower hotline and then monitor and act on it.

Recognize the actual cost of living and working at NMT for this area including the health insurance and mandatory retirement and bring all FT employees up to at least a living wage.

Recognize that experience at NMT as well as lived experience more than qualifies a person for many promotions and stop putting up arbitrary higher education walls to advancement. Skills tests are a thing!

That's a good start. I would like to be proud of working here again. "

16. "Stronger orientation to NMT, stronger exit survey process when staff leave, more open communication. People do not understand the listservs- the all admin ones tends be left out and people on it miss out on vital information. Do we need it? Can we all be on all staff instead? Also things are sent to students only but shouldn't we also know what students need to know so we can support them better?"

17. *"Better childcare! Currently the childcare center is not open for under 2 year olds even though they receive grant funding to have a under 2 program. This is a mismanagement of resources and has lasting impacts on the productivity of many staff. "*

18. *"Cohesive interactions between NMT and the City of Socorro to recognize that NMT is the economic driver of the City / County. That being said a better understanding of reciprocity needs to be defined. I see a lot of times NMT rightfully supports city operations as the economic driver, but the local community and city doesn't reciprocate back to the university or the employees of the university. Employees have little housing options and we have to settle with what is available."*

19. *"Increase pay, figure out a way to support remote work, or make someone responsible for finding housing for staff. Then there's childcare. The department I work in is growing faster than NMT can handle. The bureau has a high turnover and it's because they don't pay enough. "*

20. *"Transparency and better departmental flow"*

21. *"Continuing with open and effective communication. A system to get raises based on how someone is performing at their job. For new employees some sort of on-boarding process, there wasn't any on-boarding when I started so it sounds like there are improvements. Jobs that are a single point of failure need to have a back up person in place: ie the hazmat and safety job, it is too much work for one person, it's underpaid, and if that person needs time off there is no one to fill in. We've had a lot of people leave that position over the years, and the gaps are an issue for anyone working in a lab."*

22. *"Transparency in spending, particularly in Student Affairs (salaries for that particular department heads are highly disconcerting). Competitive pay, that is reflective of workload. "*

23. *"Fair career pathways and compensation should be provided to staff, many of whom hold U.S. university PhDs, have postdoctoral experience, and consistently secure external funding. As they lead research programs and advise students, these employees should be considered for tenure-track roles and offered adjunct appointments within relevant departments. The absence of a defined career ladder—with competitive pay and benefits—for PhD-level staff undermines retention."*

24. *"Pay raises would be the best and most felt action that could occur."*

25. *"I feel that the library team is very siloed, and we are missing the opportunities to connect and build relationships with others outside our department. If we had more social gatherings, I think this might help to strengthen our collective identity. And, please make professional librarians part of the faculty senate! This would allow for more connection and collaboration."*

26. *"Have higher ups in the administration who are not vindictive, self-serving and deaf to staff concerns."*

27. *"Build a better IT department that can meet the needs of all employees, departments, research divisions, or in the absence of that be more cooperative with other departments IT groups."*

Improve the communications about the paperwork shuffle that we do here as procedures are all over the place. INCLUDE INSTRUCTIONS on the forms to communicate the process. Remove links to old forms, and redirect links to old forms to the new forms, or come up with a naming convention that prevents this (BTW this is a basic IT, data management, and web development strategy; not rocket science). Have instructions in multiple places. Update instructions with ever new form. This also trains your employees in the process because not everything at onboarding can be covered, but the information needs to be covered at the time a procedure is needed to be followed. If instructions are provided the hardworking staff who have to process this information at least get it in a consistent way and don't have to write as many scathing email when the process has changed. The hard working staff will still have to point out mistakes, but if they have a set of instructions, they can point out to the offending employee, politely, with a reference to the instruction the offending employee missed."

28. *"Create clear pathways for career growth; conduct exit interviews, improve management training; implement a simple system for recognizing and rewarding employees for their contributions; and STOP bringing back retirees-there has to be other potential applicants that can begin their career here and learn as they go. Not everyone is going to have 30 years of experience but there comes a point when retirees who have retired 2-3 times are not contributing anything of value each time they are brought back to "supervise". "*

29. *"Better documentation, streamlined (digital) onboarding workflow, compensation aligned with industry standard, more flexibility."*

30. *"Allow promotions and merit based raises"*

31. *"Expectations vs reality are very skewed here. To attract and retain good employees we need to offer competitive pay."*

When someone leaves a position it takes way too long to post and hire a replacement. We need to better streamline this process.

Need a better plan/budget to replace equipment (backhoe, dump truck, mowers, etc.) at the university.

Would be nice to see the entry level/minimum wage employees get more recognition for their supervisors and upper level management. "

32. "Multiple tiers of the same position, so employees can be promoted without leaving the crew and are incentivized to stay on longer to achieve those promotions. A more positive work environment and sense of community within the department along with more meaningful recognition and appreciation for the work being done at all levels to help employees understand the importance and value of the work being done so they can take pride in it."

33. "Shorten higher time, it currently takes too long. "

34. "Better compensation and better insurance coverage."

35. "I understand that it is important for NMT to remain an affordable school choice, but it comes at the cost of compensation and benefits for the staff. Taking away free gym membership seems small, but it's just another thing that makes it a little less sweet to work here. Free gym membership is something that job applicants frequently ask about, and convincing new people to move to Socorro is hard enough as it is."

36. "Increase the salary limits for lower to mid level employees. Stop the corruption in the board of regents and administration. "

37. "Increase pay from the bottom-up. People such as the President making six figure salaries do not need raises the same way people making sub-50k need raises. Invest more into the community. Let student clubs have bake sales again - chartwells doesn't need that money. "

38. "Improve staffing at HR and have a survey of all of the forms and paperwork that gets done (or lost) here, develop a plan for improving paperwork / processes for staff, from registrar, ITC, Payroll, HR, departments, etc. "

39. "Better pay for support staff"

40. "Remove or demote Dr. Greene, hire more HR staff, believe staff's bullying concerns, promote up an actual VPAA, actual VP leadership training instead of pseudoscience like Myers-Briggs etc, stop micromanaging supervisors who run off staff, pay hourly FM workers better, prioritize student's needs over 6 figure admin pet projects. "

41. "NMT should offer tenureships to staff with PhD degrees."

42. "Develop comprehensive and engaging onboarding experiences to ensure every new staff and faculty member feels a genuine sense of belonging and value within our community. Replace rigid, "this is how we do it" language with supportive messaging that emphasizes growth, adaptation, and shared purpose. And create clear standards of operation procedures. "

43. "PAY More!!!"

44. *"Industry comparable compensation. Human Resources Department that actually tries to fill positions, and does not serve as an obstruction. Develop a means for anonymous complaints about leadership that are read and then acted upon. "*
45. *"Fix the nepotism/favoritism issues. People should not be working for their parents. Parents should not influence their children's job titles and salaries."*
46. *"Improve the services provided by the Human Resources Office. Review salaries against other state universities. Engage in initiatives to improve the availability of housing which will be acceptable to professionals in Socorro."*
47. *"Look for the good in your employees, not just in this department. Campus wide, we have hard working individuals who have a hard time breaking free from that negative mindset. You don't have to like someone to see the good in them , or in the work they do. This MUST be remembered. "*
48. *"Explore the benefit improvement a little. Encourage "Top" to conduct various department site visits and observe the front-line workers, equipment & conditions firsthand with the responsible directors/supervisors. "*
49. *"Make it easier to train employees on paperwork and understanding of the said paperwork. More staff "*
50. *"Just more staffing and holidays off"*
51. *"focus on how to make the university and processes more efficient"*
52. *"Improve the onboarding process across all departments including HR and ITC. Update and communicate the policies and procedures for each department. Increase the unity across the university by encouraging clear and open communication. "*
53. *"Care for the employee, and their family. Better pay for all would help everyone and this dying town. "*
54. *"More room in the Bureau building. Extend the full benefits package to custodians and temporary full time employees. Deny ICE access to the campus completely. I've yet to see them so far and want to keep it that way for the safety of my colleagues."*
55. *"Give Christmas bonus or do Christmas giveaways "*
56. *"Fix the HR Department! When someone retires, replace them before they're gone. We keep loosing knowledge, and the next-in-line gets burdened with their own job and the duties of the retiree. Then after time, it's difficult to justify to HR or the Business Office or whoever why that position needs to be opened. Kick out the retirees who won't let go of their high positions and 1/4 time status, but are still required to get anything approved. Stop hiding peoples attempts to get promotions in the "Job openings" files and*

put that in the employees file. Stop letting people run their departments like it's a lifetime appointment.

Skip-level meetings and letting employees review their supervisors. Too many supervisors are making their employees miserable, but they're good at kissing up to those above them. When the employees complain up the chain, the boss's boss can't imagine anything could be wrong with that supervisor. Information should be filtered and curated as it flows up the chain, not white-washed and twisted. "

57. "Decrease the workload, increase pay "

58. "Ensuring that employees in similar roles with comparable experience and responsibilities are compensated fairly would help improve morale, trust, and long-term retention."

59. "Raise salaries. Please."

60. "Communication regarding NMT resources for Staff"

61. "ITC is a messy department, they must become functional and meet the needs of the campus community. It is chaotic for the staff too, there is no warehouse of knowledge for how to obtain appropriate resources for mandated work products. Please benchmark this unit, and HR, with functional, vibrant, attention-to-detail organizations that operate within the same framework, ie other NM institutions of higher education."

62. "Having an audit for procedures and data management to develop better procedures to systematically overhaul NMT's administrative and support procedures. Increase knowledge/recognition of the relationship of NMT's research centers and NMT financial solvency. Increase equitability/access to benefits for off campus research center workers."

63. "I think better access and training on benefits would be helpful. I also think more training for supervisors to understand management of employees and the "do's and don'ts" of how they should interact and understand their employees. I've also attending trainings in the past where it was about both managing up and down the chain. In other words, how to effectively work with your own supervisor to help you and them in obtaining the workload needs and requirements, but also understanding your project and personal limitations and communicating that effectively and non-threateningly to your supervisor. That would also be a helpful training for some folks with bad managers on how to maybe help their communication with each other. I honestly think if anyone is a supervisor, they should be required to take a management training. Most people aren't exposed to those types of trainings before they become a supervisor, and they don't realize that they aren't being effective or helpful. This just makes it frustrating for everyone."

64. *"Advertise more widely to encourage more students"*
65. *"Competitive pay, not just at the higher management levels. Job growth should not require waiting for an opportunity to open when someone above you retires. A clear job growth plan should be in place for each position with real pay increases."*
66. *"Convince Dr. Jackson to take on the role of university president permanently."*
67. *"Job listings put up quicker, more departmental control over hiring so jobs aren't sitting unfilled for extended periods of time. "*
68. *"Give staff council more authority beyond only an advisory role"*
69. *"After listening to concerns from this survey, implement and enforce policies to empower staff and protect the rights of all employees and allow people to address grievances and concerns without fear of retaliation or apathy that nothing will be done."*
70. *"Actual raises that compete with inflation/rising cost of living and WFH"*
71. *"I would like to see our staff have more say in what happens in the university. We are the backbone of the workforce. I want to see more from our leadership to help with staff retention. I have never received an evaluation during my job. I want to know how I can improve, or what needs to change. "*
72. *"merit based pay, better leadership, more transparency, adequate staffing, better pay"*
73. *"To better support staff and improve retention, university executives and senior management should prioritize stronger coordination, shared governance, and transparent leadership. Improved alignment and communication among senior leaders is critical, as fragmentation at the executive level often cascades throughout the institution. Establishing clear expectations for collaboration, shared accountability, and consistent messaging would strengthen organizational trust and effectiveness.*

Senior leadership should also expand shared governance by proactively engaging staff in policy development and institutional decision-making. Increased transparency around institutional strategy, priorities, and outcomes would help staff understand how their work aligns with NMT's mission and enables meaningful contribution to institutional success. Creating structured, recurring opportunities for staff input—and clearly communicating how that input informs decisions—would further reinforce trust and engagement.

Additionally, university executives should empower managers and supervisors by clarifying decision-making authority and investing in leadership development. Strengthening middle management capacity reduces reliance on senior leadership as a single point of failure and improves operational resilience.

Finally, senior management should implement clear pathways for talent development, advancement, and recognition. Leadership development programs, mentorship opportunities, and transparent promotion criteria would encourage excellence and demonstrate a sustained institutional commitment to staff growth and retention."

74. "Looking at temporary employees similar to regular employees in terms of sick days and paid holidays. To strengthen retention, an employee specifically in the temporary hire roll, offered a job elsewhere (not at NMT) that has paid holidays and sick leave, may prefer that job over the temporary assignment. Being more on top of talking with the temporary employees regarding when/if they will be hired to regular staff, would also help strengthen retention. "

Summary

The final open-ended question elicited 74 responses from staff, representing 49.3% of all participants. The most frequently mentioned themes were compensation/pay (31 mentions, 42%), management/leadership (28 mentions, 38%), and staffing/hiring (27 mentions, 36%). These findings align with the quantitative data showing compensation and management as primary concerns. Staff provided specific, actionable suggestions for improving the work environment and strengthening retention. The diversity of responses reflects the complexity of staff needs and the multiple areas where improvements could be made.