Campus & Workplace
Culture Survey

System Administration Results
CWC Vision

• To create and maintain an inclusive environment where everyone feels respected, supported, and valued.

• Launched survey wanting to listen to and understand people’s experiences of their CU community.
CWC Survey Overview
Survey Results
Department Presentations and Action Planning
Survey Administration

- Survey launched October 15 and closed November 12, 2021
- Employees active as of October 1, 2021 invited to complete the survey
- A confidential survey with anonymized results.
  - Aggregated to groups of 10 or more responses to maintain the anonymity.
  - If there are fewer than 10 individuals, those results will not be reported.
Survey Timeline

August – October 2021:
Department Presentations

October 15 – November 12:
Survey Administration

November:
Update to Exec Team on Survey Response Rates

November – January:
Preliminary analysis of survey data
BOR update on survey response rates
February:
BOR presentation on five (5) strategic plan aligned questions
System Survey Response Team (SRT) begins meeting weekly

April 7:
BOR presentation on campus and system administration level results

May 4 & 5
Presentation with Department leaders

May 10
Response Rate Celebration

May 11
System Town Hall
System Survey Response Team (SRT)

Consists of representatives from each department grouping, who met weekly to:

• Review data, discuss results and provide feedback about format for sharing results
• Identify and discuss potential resources and tools to address topics covered in the survey
• Develop recommendations for 2 focus areas for System Administration
• Assist with developing a System Administration level action plan
Survey Questions

The questions on the survey were in sections:

- Belonging
- Department Culture
- Norms
- Identity
- Incivility
- Sexual Harassment
- Discrimination
- Outcomes/Policy
- Mental Health
- Demographics
Survey Themes

For action planning, the survey questions are organized by themes:

- **Belonging**
- **Value & Respect**
- **Environment** (Collaborative, empowering, and supportive)
- **Growth & Development**
- **Addressing Misconduct** (Experiences of, addressing and responding to incidents of incivilities, harassment, and discrimination)
System Administration
Overall Results
System Administration Response Rates

• **88.7% Response Rate**: From October 15 through November 15, 2021, 566 system employees received a personalized survey invitation and 502 employees submitted a response.
Population Size by Demographic Group

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.
Sex
System Administration Results

FEMALE, 63%

MALE, 37%

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.


United States Census Bureau

Adult Population 18+

<table>
<thead>
<tr>
<th></th>
<th>U.S.</th>
<th>Colorado</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>51.5%</td>
<td>50.2%</td>
</tr>
<tr>
<td>Male</td>
<td>48.5%</td>
<td>49.8%</td>
</tr>
</tbody>
</table>

Age System Administration Results

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.

Race/Ethnicity
System Administration Results

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.

- **Unspecified**: 4% (People of Color: 4%)
- **Hispanic**: 6% (People of Color: 9%)
- **Asian American, Pacific Islander**: 9% (People of Color: 8%)
- **Amer Indian, Black, Two+**: 73% (People of Color: 73%)
- **White**: 4% (People of Color: 9%)

People of Color: 23%

<table>
<thead>
<tr>
<th>Source: U.S. Census Bureau, 2018, <a href="https://data.census.gov/">https://data.census.gov/</a></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Adult Population 18-64</th>
</tr>
</thead>
<tbody>
<tr>
<td>People of Color</td>
<td>40% 31%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>18% 21%</td>
</tr>
<tr>
<td>Asian American, Pacific Islander</td>
<td>7% 3%</td>
</tr>
<tr>
<td>American Indian, Black, Two or more races</td>
<td>15% 7%</td>
</tr>
<tr>
<td>White</td>
<td>60% 69%</td>
</tr>
</tbody>
</table>
Staff Demographics
System Administration Results

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.
Gender Identity/Sexual Orientation
System Administration Results

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.

Are you a member of a historically marginalized identity pertaining to sex assigned at birth, gender identity, or sexual orientation identity?

No, 85%
Yes, 7.5%

7.1% U.S. LGBT Population
- LGBT identification up from 5.6% in 2020, 3.5% in 2012
- 20% Gen Z adults identify as LGBT

Veteran Status
System Administration Results

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.

“Veteran” includes:
1.8% protected-class veterans
0.8% other veterans

Protected-class veterans include disabled veterans, recently separated veterans, active duty wartime veterans, and Armed Forces service medal veterans.

Update your veteran status in the employee portal (my.cu.edu)

Disability Status
System Administration Results

“Disability” includes reported mental and physical conditions:
• Learning disability or ADHD
• Mobility or sensory disability
• Chronic mental health condition
• Chronic medical condition
• Other disability or chronic condition

Update your disability status in the employee portal (my.cu.edu)

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.

National Origin and Primary Language
System Administration Results

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.

- **Do you consider the U.S. to be your home country?**
  - Yes, 94%
  - No, 2.4%

- **Is English the primary language you grew up speaking at home?**
  - Yes, 89%
  - No, 8.3%
**Political Party Affiliation**

**System Administration Results**

- Prefer not to answer: 22% (1%)
- Other: 38%
- Unaffiliated: 45%
- Republican: 4%
- Democrat: 48%

**System Administration (Exclude "Prefer not to answer")**

- Prefer not to answer: 1%
- Other: 4%
- Unaffiliated: 6%
- Republican: 45%
- Democrat: 48%

*Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.*
How would you describe your political views?

<table>
<thead>
<tr>
<th></th>
<th>U.S.</th>
<th>CO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberal</td>
<td>25%</td>
<td>28%</td>
</tr>
<tr>
<td>Moderate</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>Conservative</td>
<td>36%</td>
<td>31%</td>
</tr>
<tr>
<td>No Opinion</td>
<td>3%</td>
<td>4%</td>
</tr>
</tbody>
</table>

CO Source: Keating Research, 2021-22

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.
Interpreting Survey Results

- Average Score is calculated on a 1-6 agree/disagree scale
  - No “Neutral” responses, either agreement or disagreement
  - “Not applicable/Don’t Know” are not included in Average Score
  - For statements to which there is expected disagreement, scale is reversed

<table>
<thead>
<tr>
<th>Strongly Disagree (Scale=1)</th>
<th>Disagree (2)</th>
<th>Somewhat Disagree (3)</th>
<th>Somewhat Agree (4)</th>
<th>Agree (5)</th>
<th>Strongly Agree (6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>5.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- % Reporting Behaviors is calculated for Incivility, Discrimination, Sexual Harassment, and Barriers to Mental Health Training
Interpreting Survey Results
Percentage = Number of Employees

Demographic Category | Number of Employees
---|---
10% | ![10% of employees](image)

Demographic Category | Number of Employees
---|---
50% | ![50% of employees](image)
CWC Themes Summary

- **39% (192/493)** Reported Incivility Behaviors
- **12% (57/493)** Reported Discrimination
- **0.4% (2/493)** Reported Sexual Harassment
- **76% (376/493)** Reported Barriers to Wellness Programs

Source: System Office CWC Survey administration of staff between Oct 15 and Nov 15, 2021; Results limited to completed surveys agreeing to participate.
Belonging

Belonging is defined as “the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group or place” (Baumeister & Leary, 1995).

Belonging describes the feeling of security and support one experiences when they are accepted, included, visible, and valued. It is when an individual can bring their authentic self to engage in the structures and systems they exist in. (Adapted from Cornell)

- **Avg. Response:** 4.9
- **Department Range:** 4.5 to 5.0
- **Demographic Range:** 4.5 to 5.2

### Avg. Response by Demographic Group

<table>
<thead>
<tr>
<th>Demographic Group</th>
<th>Avg. Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers</td>
<td>5.21</td>
</tr>
<tr>
<td>Age: 20-29</td>
<td>5.19</td>
</tr>
<tr>
<td>English Not Primary Lang</td>
<td>5.18</td>
</tr>
<tr>
<td>Age: 50-59</td>
<td>4.68</td>
</tr>
<tr>
<td>LGBT+</td>
<td>4.68</td>
</tr>
<tr>
<td>Veterans</td>
<td>4.48</td>
</tr>
</tbody>
</table>
Belonging

89% AGREE:
“At CU I’m treated like I belong.”

89% AGREE:
“I have a sense of community at CU.”

41% AGREE:
“In the past 12 months, I have seriously considered leaving my position at CU System Office.”

24% AGREE:
“I feel excluded from informal networks within my department.”

10% reported seriously considering leaving due to negative experiences related to identity.
Value & Respect

Respect is the “perceived worth accorded to one person by one or more others which is owed to everyone simply as a function of their being persons (Rogers and Ashforth, 2017, p. 158).”

Being valued is the extent to which employees feel like their opinions, perspectives, voice, skills, and contributions are recognized, appreciated, and matter to the organization and its people.

- Avg. Response: 5.1
- Department Range: 4.7 to 5.2
- Demographic Range: 4.9 to 5.5

<table>
<thead>
<tr>
<th>Demographic Group</th>
<th>Avg. Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers</td>
<td>5.52</td>
</tr>
<tr>
<td>English Not Primary Lang</td>
<td>5.45</td>
</tr>
<tr>
<td>Age: 20-29</td>
<td>5.37</td>
</tr>
<tr>
<td>Veterans</td>
<td>4.95</td>
</tr>
<tr>
<td>People with Disabilities</td>
<td>4.93</td>
</tr>
<tr>
<td>Age: 50-59</td>
<td>4.90</td>
</tr>
</tbody>
</table>
Value & Respect

88% AGREE:
“My work is valued by CU.”

93% AGREE:
“Respectful treatment is the norm.”

92% AGREE:
“Supervisors are treated with respect by their employees.”

93% AGREE:
“Staff are treated with respect by department colleagues/coworkers.”
A collaborative, empowering, and supportive environment is one in which employees:

- Feel comfortable expressing their opinions and ideas
- Receive clear direction and communication from leadership
- Have the skills to be able to collaborate and communicate with others
- Are provided the necessary information, resources, tools, feedback, and support to be able to be successful in their work
- Feel connection with other team members

- **Avg. Response:** 4.9
- **Department Range:** 4.3 to 5.1
- **Demographic Range:** 4.6 to 5.4

### Avg. Response by Demographic Group

<table>
<thead>
<tr>
<th>Demographic Group</th>
<th>Avg. Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers</td>
<td>5.44</td>
</tr>
<tr>
<td>English Not Primary Lang</td>
<td>5.27</td>
</tr>
<tr>
<td>Age: 20-29</td>
<td>5.21</td>
</tr>
<tr>
<td>LGBT+</td>
<td>4.69</td>
</tr>
<tr>
<td>People with Disabilities</td>
<td>4.66</td>
</tr>
<tr>
<td>Veterans</td>
<td>4.57</td>
</tr>
</tbody>
</table>
Environment

97% AGREE:
“I am proud to work at CU.”

90% AGREE:
“My department values the balance between my job and life outside the work setting.”

28% DISAGREE:
“Department resources are allocated transparently.”

16% DISAGREE:
“The flow of communication within my office/department clearly defines expectations so I know how to effectively do my job”
Environment (Barriers to Wellness Programs)

Work Culture
A culture of wellness refers to norms, standards, and structures that are helpful for individuals’ wellness to include: Supportive leadership and colleagues, environmental cues and resources that support healthy living.

Please indicate whether each of the following are a barrier that prevents you from participating in wellness-at-work programs.

<table>
<thead>
<tr>
<th>Barriers</th>
<th>% Reporting</th>
<th># Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time management</td>
<td>51%</td>
<td>250</td>
</tr>
<tr>
<td>Lack of personal motivation</td>
<td>30%</td>
<td>148</td>
</tr>
<tr>
<td>Lack of interest in wellness activities available to me</td>
<td>27%</td>
<td>135</td>
</tr>
<tr>
<td>I forget to attend or participate</td>
<td>23%</td>
<td>112</td>
</tr>
<tr>
<td>Schedule of programs do not work for me</td>
<td>22%</td>
<td>110</td>
</tr>
<tr>
<td>Job responsibilities make it difficult to participate (shift work coverage fee based work)</td>
<td>22%</td>
<td>108</td>
</tr>
<tr>
<td>Wellness programs are not offered at a convenient location</td>
<td>18%</td>
<td>88</td>
</tr>
<tr>
<td>Do not have the knowledge needed to participate</td>
<td>17%</td>
<td>82</td>
</tr>
<tr>
<td>Cost</td>
<td>16%</td>
<td>78</td>
</tr>
<tr>
<td>Do not feel comfortable participating in wellness-at-work programs</td>
<td>15%</td>
<td>76</td>
</tr>
<tr>
<td>Concerns about confidentiality</td>
<td>11%</td>
<td>56</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>26</td>
</tr>
<tr>
<td>Injury or disability</td>
<td>3%</td>
<td>14</td>
</tr>
<tr>
<td>Not supported by coworkers</td>
<td>3%</td>
<td>13</td>
</tr>
<tr>
<td>My supervisor does not allow me to attend</td>
<td>1%</td>
<td>5</td>
</tr>
</tbody>
</table>

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.
Growth & Development

The focus of growth and development is to provide employees the opportunity to learn, evolve, and advance in their careers through training, skill development, coaching, mentorship, career planning, etc. (Adapted from SHRM; Mone, Eisinger, Guggenheim, et al., 2011;)

- Avg. Response: 4.6
- Department Range: 4.0 to 4.8
- Demographic Range: 4.2 to 5.2

Avg. Response by Demographic Group
Top 3, Bottom 3

- Officers: 5.23
- Age: 20-29: 5.02
- English Not Primary Lang: 4.91
- People with Disabilities: 4.41
- LGBT+: 4.39
- Hispanic or Latino: 4.23
Growth & Development

90% AGREE:
“I have received adequate feedback to judge my work performance.”

83% AGREE:
“I have been offered opportunities to learn and grow.”

30% DISAGREE:
“I am provided opportunities to advance in my career.”

23% DISAGREE:
“I receive adequate support/mentoring to advance in my career.”
Addressing Misconduct

Misconduct describes behaviors that are inappropriate for the workplace and negatively impact the work environment, employees and their work. Misconduct is understood to be a spectrum of behavior and can range from minor issues to serious breaches of policy (adapted from Indeed).

- **Avg. Response:** 5.0
- **Department Range:** 4.6 to 5.3
- **Demographic Range:** 4.7 to 5.4

![Avg. Response by Demographic Group Top 3, Bottom 3]

- Age: 20-29: 5.40
- Officers: 5.28
- English Not Primary Lang: 5.26
- LGBT+: 4.82
- People with Disabilities: 4.76
- Veterans: 4.67
Addressing Misconduct

92% AGREE:
“Angry outbursts are not tolerated.”

90% AGREE:
“If I reported a problem related to identity-based discrimination or harassment... it would be taken seriously by my department.”

21% DISAGREE:
“Supervisors/Department leaders effectively address problematic behaviors that undermine the work environment.”

15% AGREE:
“I have heard other people express stereotypes based on identity.”
Addressing Misconduct (Incivility)

Incivility
The list below contains examples of problematic behaviors that sometimes occur in the academic environment/campus workplace. Such behaviors may occur, for instance, during daily work, one-to-ones, meetings, presentations, online, over email, or in an off-campus setting having to do with CU-related activities.

Within the last 12 months, have you experienced any of these behaviors in the context of your CU-related activities (in person or remote)?

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.
Addressing Misconduct (Incivility)

Perceptions of Experienced Behaviors
Following questions are asked to the 192 individuals reporting experiencing behaviors at the CU System Office.

Have the behavior(s) you experienced caused you to consider:

- Not recommending CU to someone considering working here?: Yes, 32%, 61
- Transferring to another department at CU?: Yes, 40%, 76
- Leaving CU?: Yes, 48%, 91

Have the behavior(s) you experienced:

- Affected your physical health?: Yes, 18%, 34
- Affected your mental health?: Yes, 49%, 94
- Eroded your confidence in your abilities?: Yes, 48%, 91
Addressing Misconduct (Discrimination)

Protected-Class Discrimination
Protected-class discrimination occurs when a person suffers an adverse material consequence as a result of an aspect of their protected-class identity or identities.

An adverse material consequence may include:
• Not being funded for a project
• Not being promoted or hired
• Not receiving a salary increase
• Being paid at a lower rate than someone doing similar work at CU

For the 57 respondents reporting experiencing discrimination, the following question was asked:
As a CU employee, have you experienced discrimination as a result of an aspect of your protected-class identity or identities within the last 12 months? (Multiple selections allowed)

<table>
<thead>
<tr>
<th>Protection</th>
<th># Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not sure</td>
<td>34</td>
</tr>
<tr>
<td>Age</td>
<td>9</td>
</tr>
<tr>
<td>Political affiliation or philosophy</td>
<td>8</td>
</tr>
<tr>
<td>Sex or gender</td>
<td>8</td>
</tr>
<tr>
<td>Religion or creed</td>
<td>2</td>
</tr>
<tr>
<td>Sexual orientation</td>
<td>2</td>
</tr>
<tr>
<td>Veteran status</td>
<td>2</td>
</tr>
<tr>
<td>Disability</td>
<td>1</td>
</tr>
<tr>
<td>Gender identity or expression</td>
<td>1</td>
</tr>
<tr>
<td>National origin</td>
<td>1</td>
</tr>
<tr>
<td>Pregnancy</td>
<td>1</td>
</tr>
<tr>
<td>Race or color</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.
Website: www.cu.edu/cwc-system

Tableau: https://viz.cu.edu
(Site = System_IR)
Department Level Results
Department Results

- Shared by department grouping
  - Ensures no results are shared less than 10
- Benchmarked against system results
- Meeting with department leaders first
- Meeting with department employees within about 2 weeks
What to expect at department meetings:

• High-level walkthrough of department results
  • Exploring the top and bottom results
• Facilitated discussion and brainstorm
  • Focus on actions for two focus areas
  • Provide additional feedback on results
• Information collected will be:
  • Kept confidential
  • Themes shared to support departmental action planning
Action Planning
System Administration Focus Areas

The survey questions are organized by themes:

1. **Belonging**
2. **Value & Respect**
3. **Environment** (Collaborative, empowering, and supportive)
4. **Growth & Development**
5. **Addressing Misconduct** (Experiences of, addressing and responding to incidents of incivilities, harassment, and discrimination)
Action Planning

- CWC Survey Results, SRT Input
- Belonging
- Growth & Development
- System Administration Office-level Goals and Action Plan
- Department Grouping Action Plans
Department Groupings

Advancement

Budget & Finance
- Risk Management
- State & Federal Relations
- University Controller
- VPBF
- VPBF-Treasurer Operations

Employee Services
- CU Health Plan Administration
- Payroll/Benefit Center
- VP Admin

Office of Digital Education (ODE)

Office of the President
- Chief of Staff
- OOTP-President Operations
- Regents Operations
- University Relations
- VPAAR-Operations

Procurement Service Center

University Information Services (UIS)
- AVP Administration
- University Info Services

University of Counsel & Internal Audit
- Internal Audit -Operations
- VPUC
Timeline

Mid-May – June
Department Meetings
System Administration
Action Plan Draft

June – July
Department Action Plan Development

August – October
Goal Alignment in Individual Performance Plans
Questions?