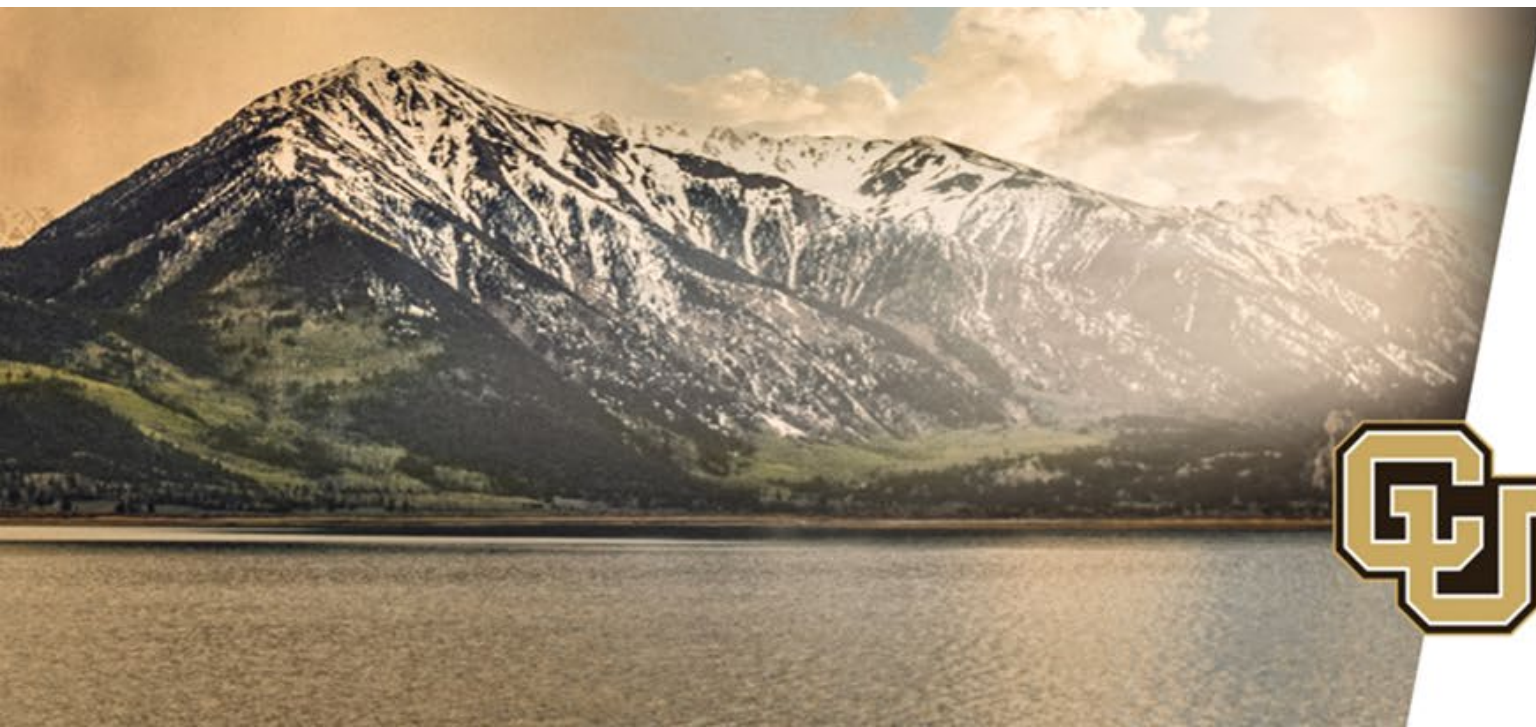**Campus & Workplace Culture Survey**
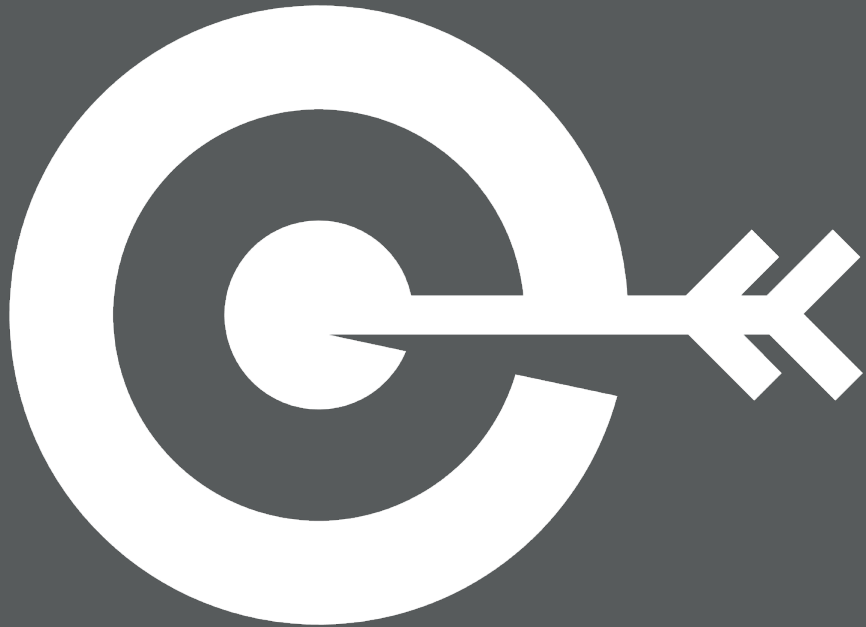
System Administration Results

FOUR CAMPUSES UNITED
ALL FOUR:ONE

University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

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.

Agenda

- **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.**
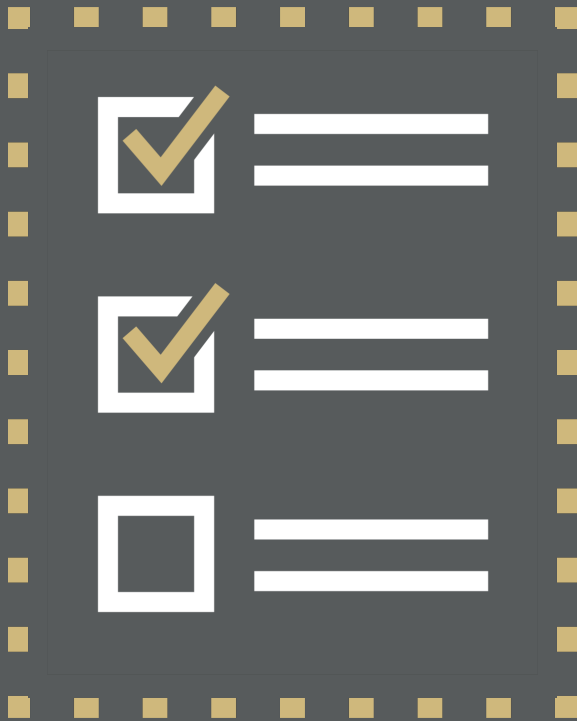
Survey Timeline

**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

Survey Timeline

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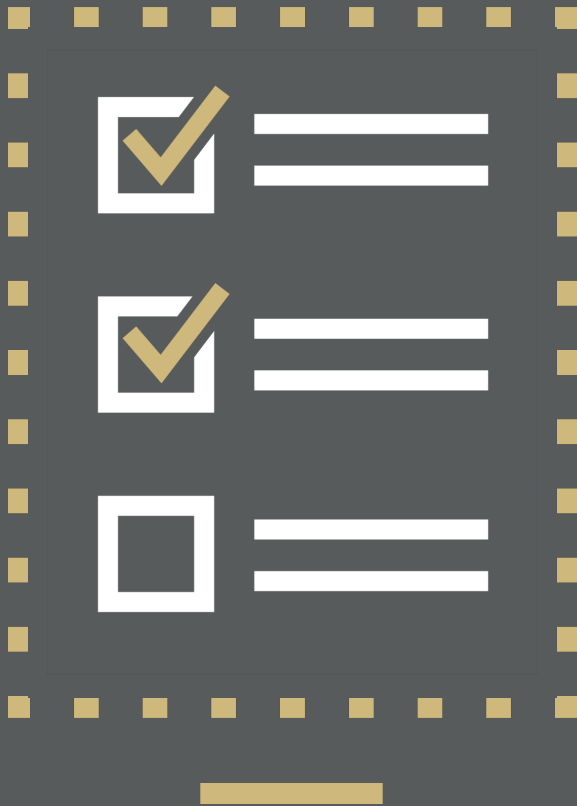
Survey Themes

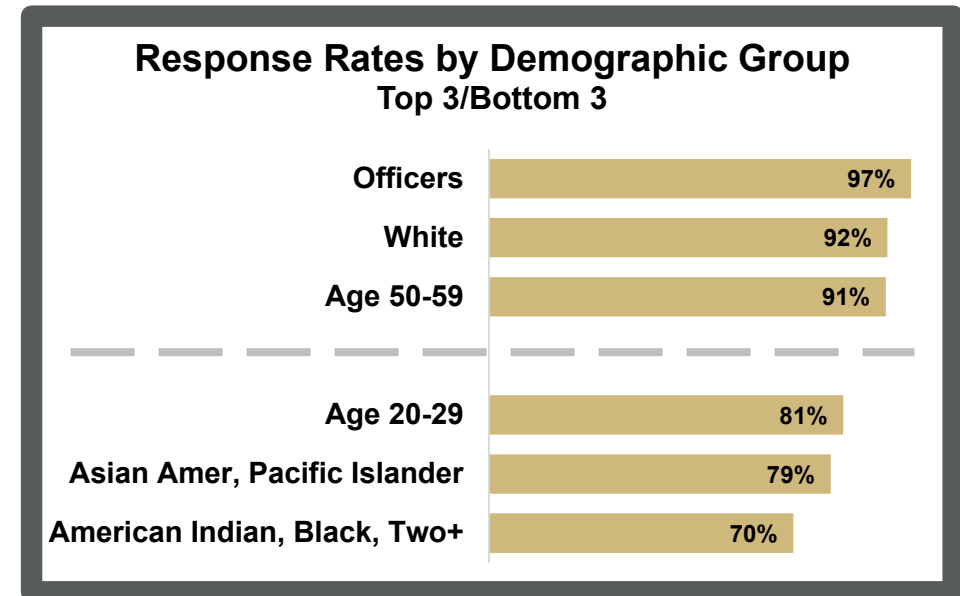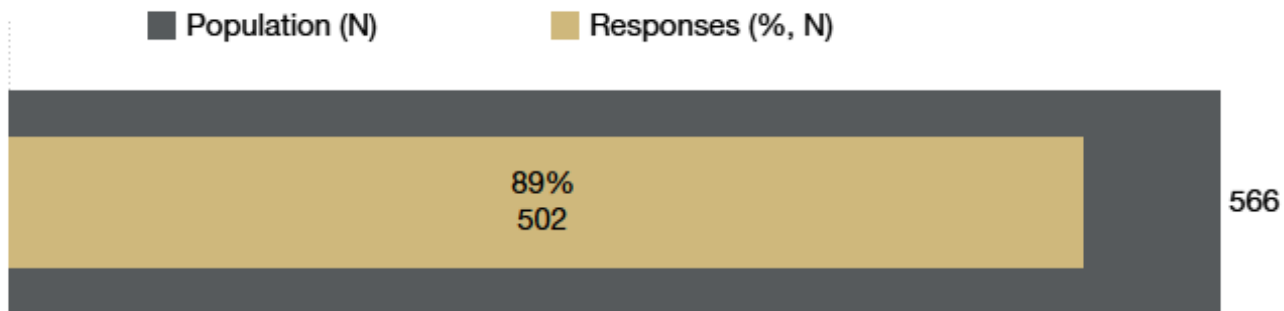For action planning, the survey questions are organized by themes:

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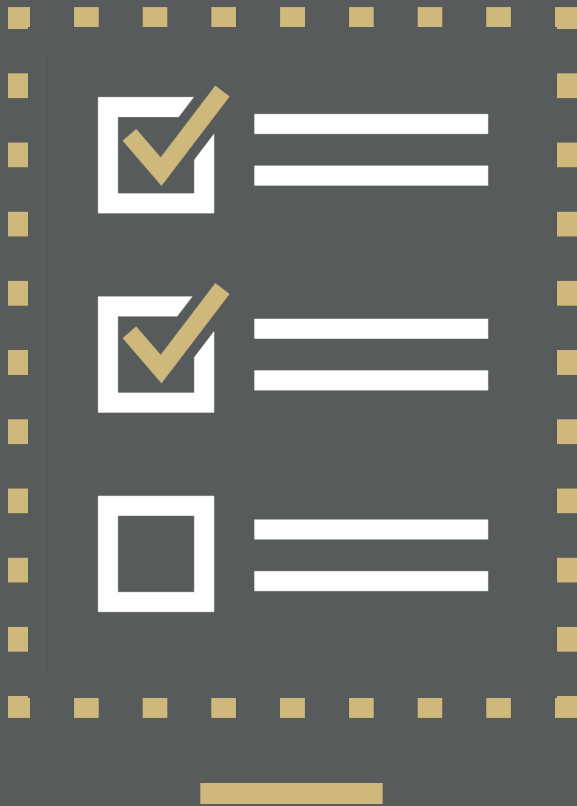
System Administration Overall Results

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.

Legend:
- Population (N)
- Responses (%, N)

89%
502

566

Response Rates by Demographic Group
Top 3/Bottom 3

Officers	97%
White	92%
Age 50-59	91%
Age 20-29	81%
Asian Amer, Pacific Islander	79%
American Indian, Black, Two+	70%

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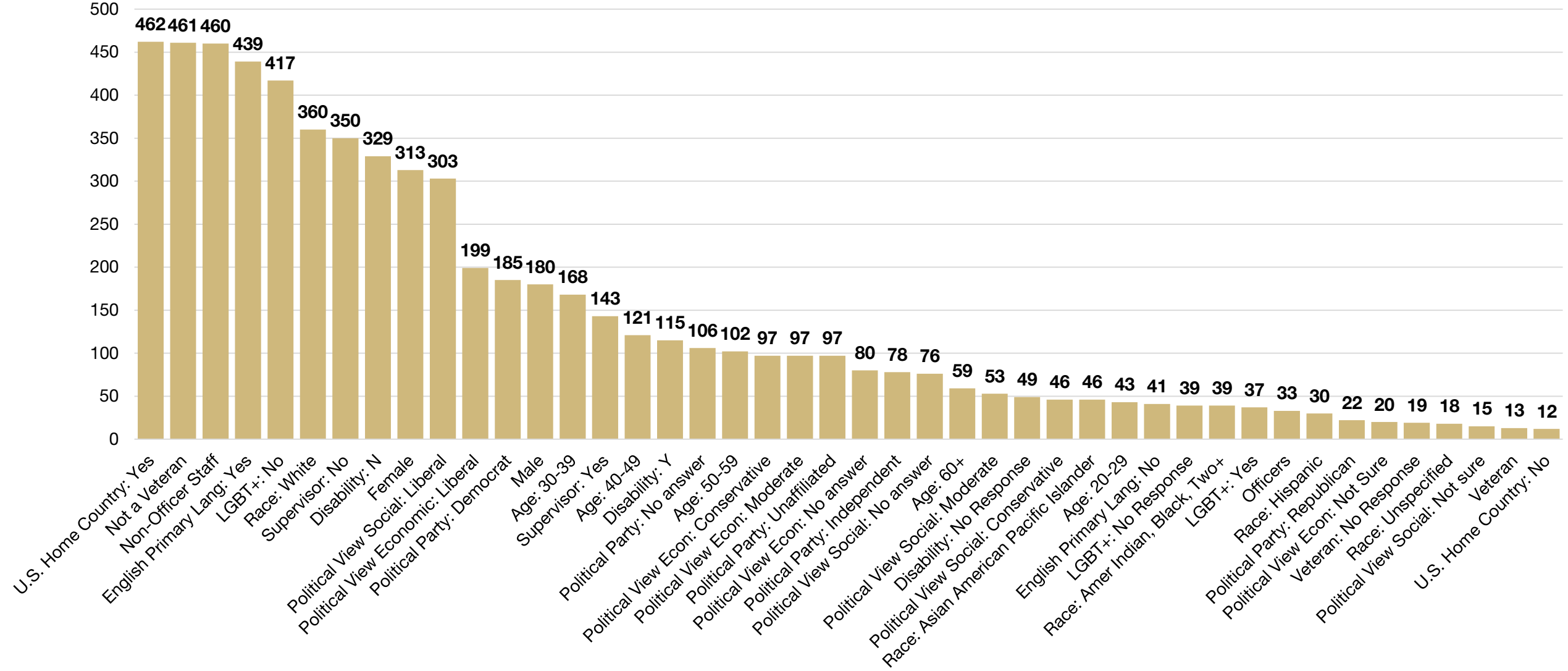
Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.

Sex
System Administration Results

FEMALE, 63%

MALE, 37%

Adult Population 18+

	🇺🇸	Colorado
Female	51.5%	50.2%
Male	48.5%	49.8%

Source: U.S. Census Bureau, 2020 American Community Survey, S2101, https://data.census.gov/cedsci
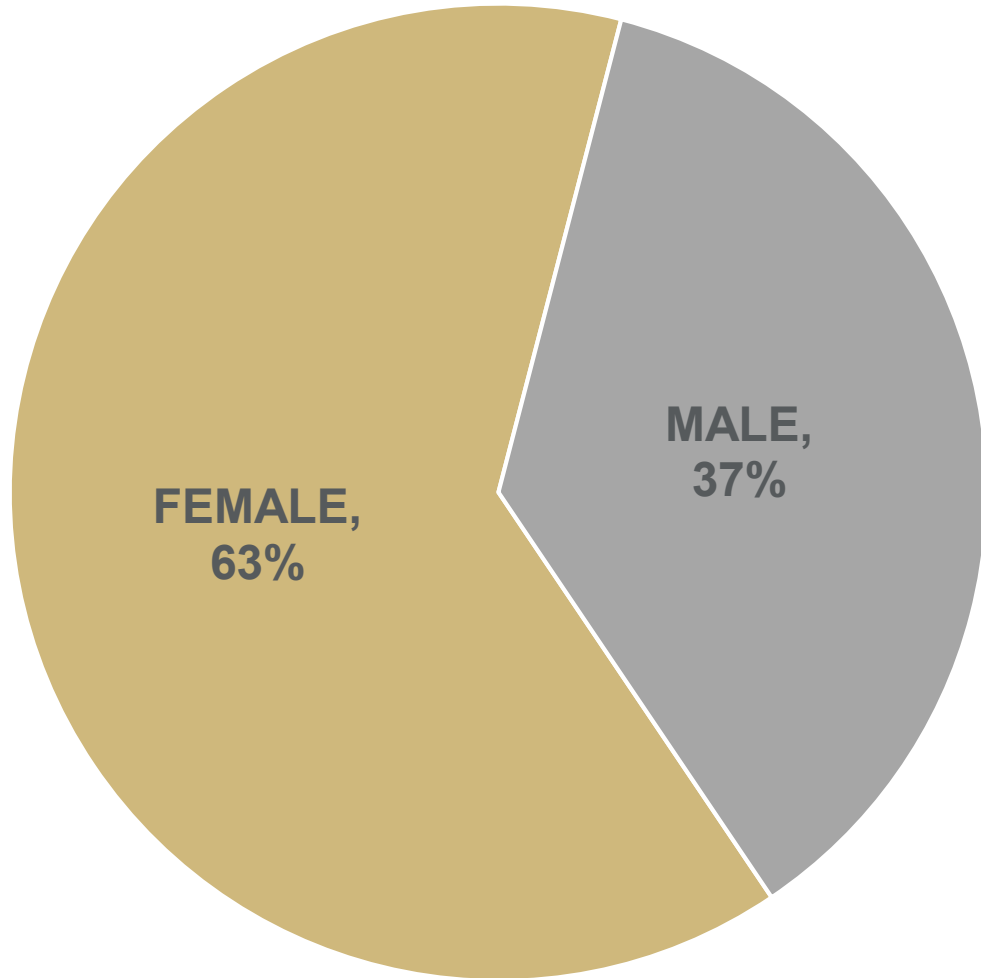
Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.

Age
System Administration Results

Generation

- Millennials (1981-1996) & Generation Z (1997-2012): **47%**
- Generation X (1965-1980): **37%**
- Baby Boomers (1946-1964): **16%**

Age Range

- 20-29: **9%**
- 30-39: **34%**
- 40-49: **25%**
- 50-59: **21%**
- 60+: **12%**

Adult Population 18-64

	🇺🇸	Colorado
20 to 29	22%	22%
30 to 39	21%	23%
40 to 49	19%	20%
50 to 59	20%	19%
60 to 69	18%	17%

Source: U.S. Census Bureau, 2019 American Community Survey, Table 12, Population by Sex and Generation, https://data.census.gov

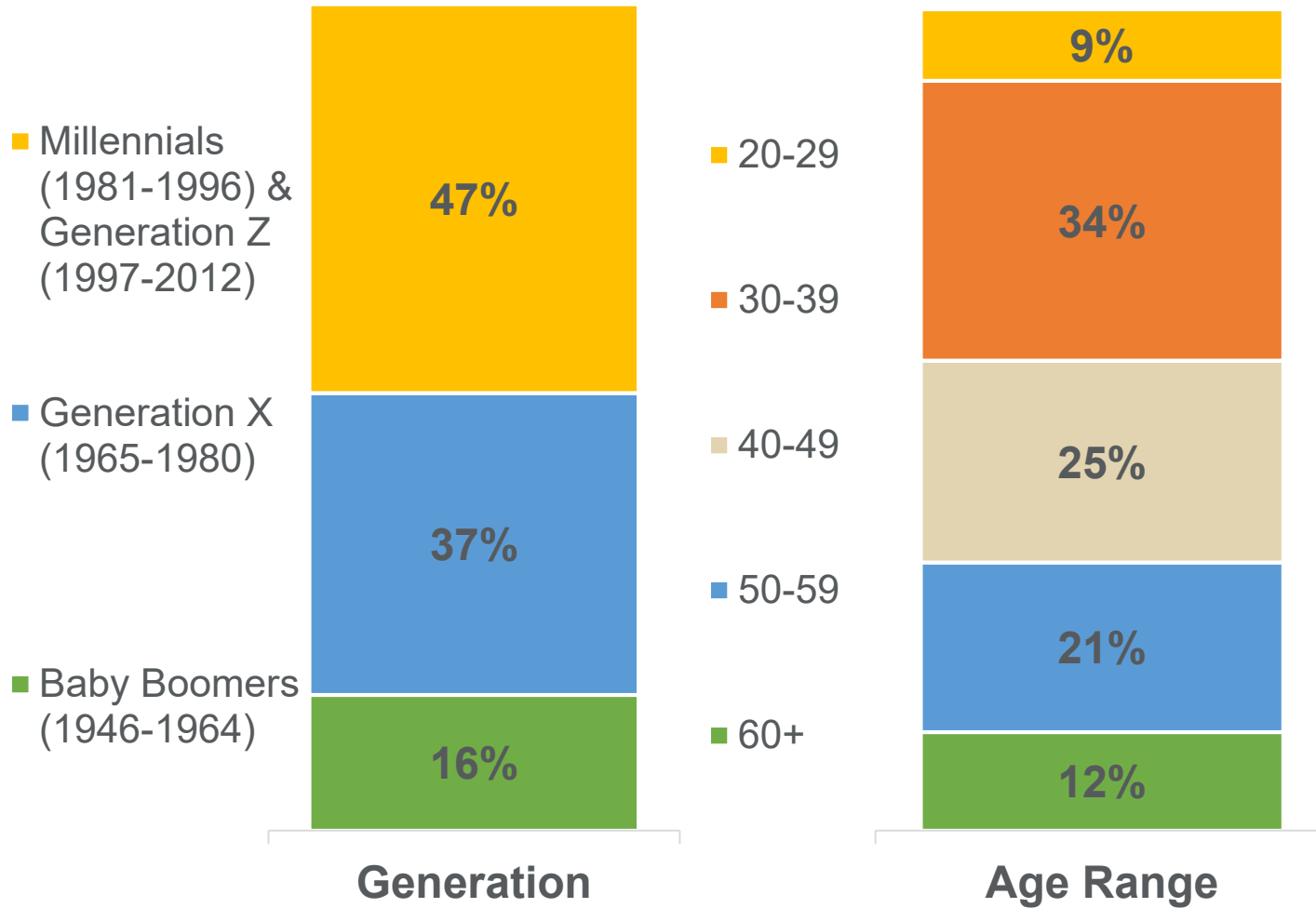Source: 2021 CWC Survey System Administration results as of 11/15/2021, limited to completed responses agreeing to participate.

Race/Ethnicity
System Administration Results

Legend:
- ■ Unspecified
- ■ Hispanic
- ■ Asian American, Pacific Islander
- ■ Amer Indian, Black, Two+
- ■ White

Left bar:
- 4%
- 6%
- 9%
- 8%
- 73%

Right bar (People of Color grouping):
- 4%
- People of Color 23%
- 73%
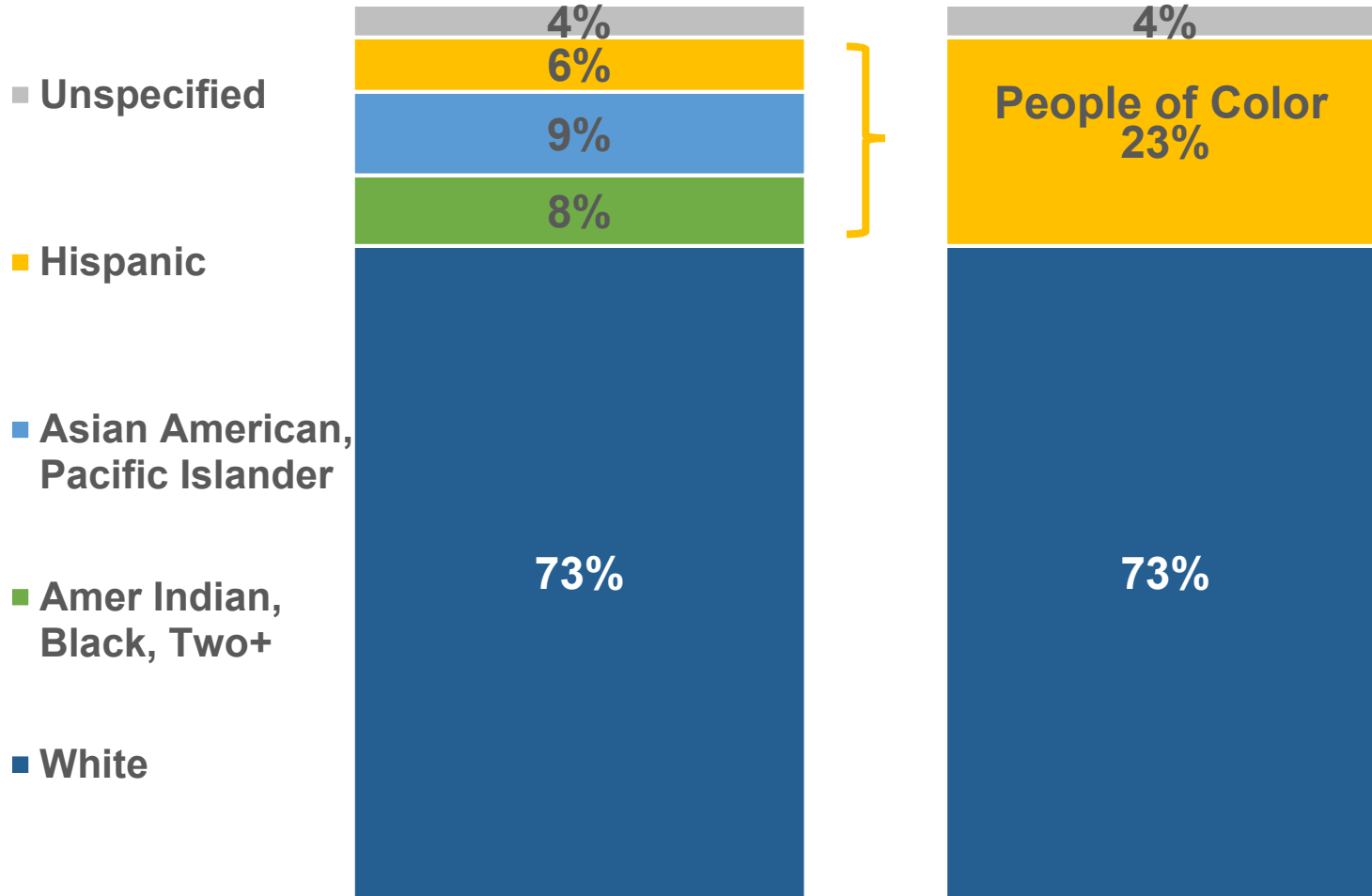
	Adult Population 18-64 🇺🇸	🏴 Colorado
People of Color	40%	31%
Hispanic	18%	21%
Asian American, Pacific Islander	7%	3%
American Indian, Black, Two or more races	15%	7%
White	60%	69%

Source: U.S. Census Bureau, 2018, https://data.census.gov/

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

Staff Demographics
System Administration Results
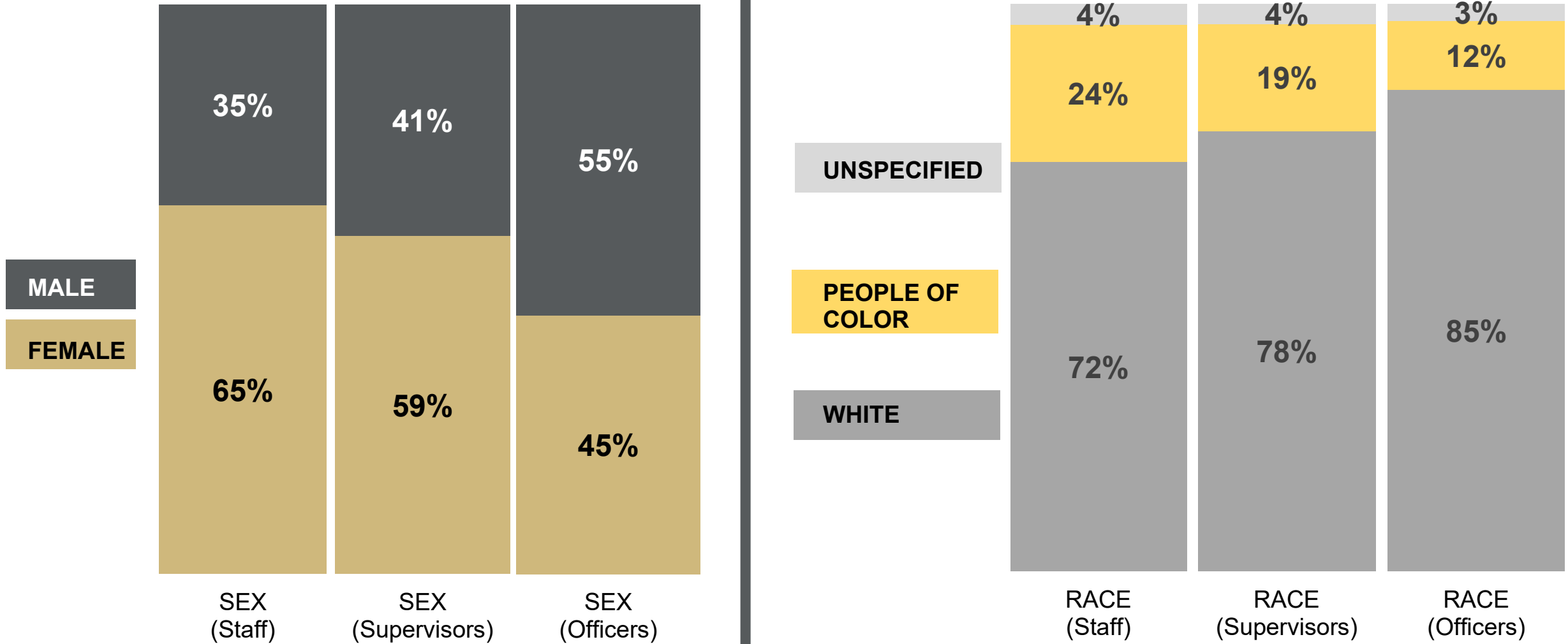
MALE

FEMALE

35%	
65%	
SEX (Staff)	

SEX (Staff): MALE 35%, FEMALE 65%
SEX (Supervisors): MALE 41%, FEMALE 59%
SEX (Officers): MALE 55%, FEMALE 45%

UNSPECIFIED

PEOPLE OF COLOR

WHITE

RACE (Staff): UNSPECIFIED 4%, PEOPLE OF COLOR 24%, WHITE 72%
RACE (Supervisors): UNSPECIFIED 4%, PEOPLE OF COLOR 19%, WHITE 78%
RACE (Officers): UNSPECIFIED 3%, PEOPLE OF COLOR 12%, WHITE 85%

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

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Gender Identity/Sexual Orientation
System Administration Results

No Response, 7.9%

No, 85%

Yes, 7.5%
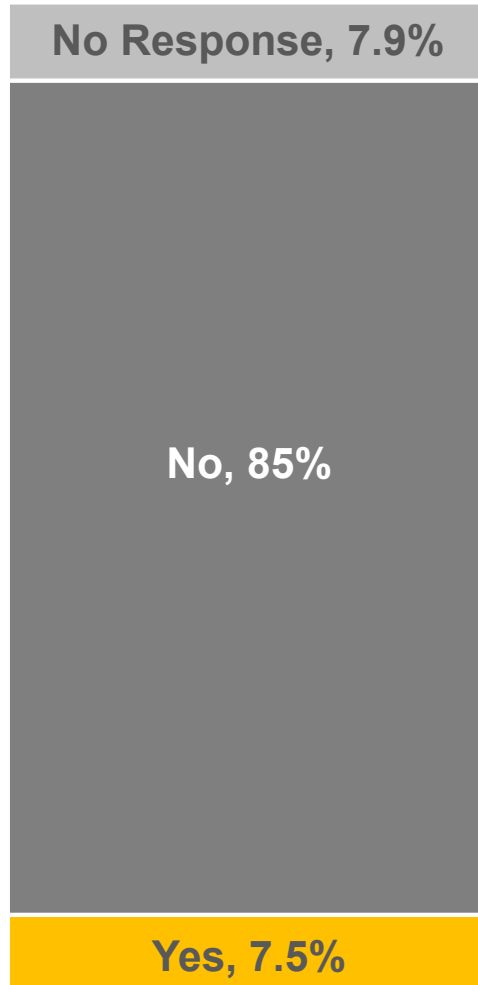
Are you a member of a historically marginalized identity pertaining to sex assigned at birth, gender identity, or sexual orientation identity?

GALLUP

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

% Identify as LGBT

	10									
3.5	3.6	3.7	3.9	4.1	4.5			5.6	7.1
5									
0									
2012	2013	2014	2015	2016	2017	2018	2019	2020	2021

Source: Gallup, https://news.gallup.com/poll/389792/lgbt-identification-ticks-up.aspx

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

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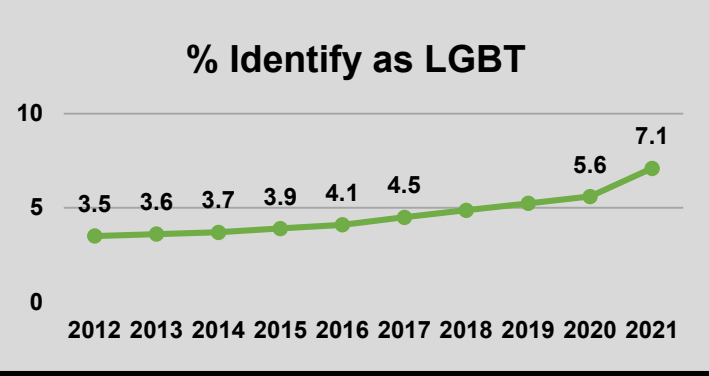
Veteran Status
System Administration Results

No Response, 4%

Not a Veteran, 94%

Veteran, 3%

"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)

United States Census Bureau

Adoption Adult Population 18+

7.1% Veterans in U.S. Adult Population

8.4% Veterans in CO Adult Population

Source: U.S. Census Bureau, 2020 American Community Survey, S2101, https://data.census.gov/cedsci

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

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Disability Status
System Administration Results

| No Response, 10% |
| No Reported Disability, 67% |
| Reported Disability, 23% |

"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)

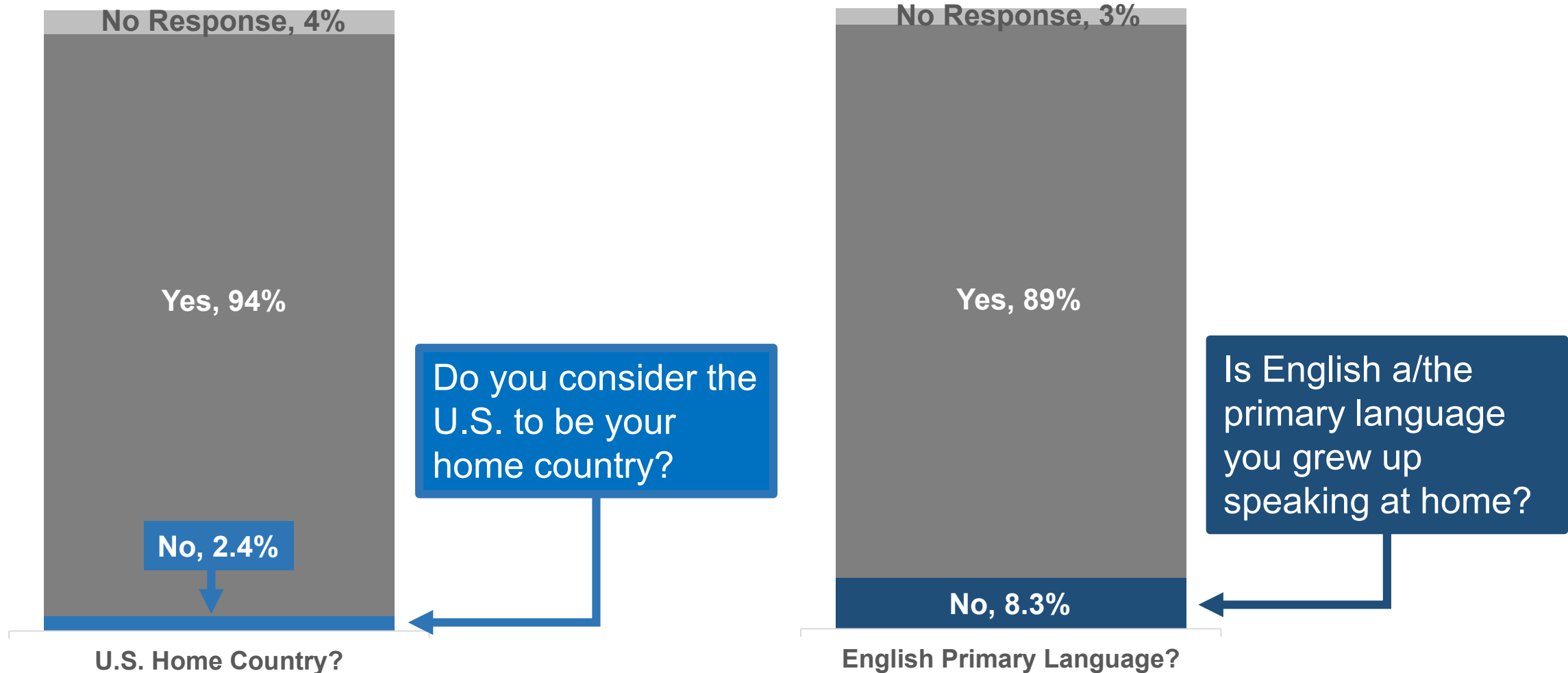**United States Census Bureau**

Adult Population 18+

15.3% Disability in U.S. Adult Population

13.0% Disability in CO Adult Population

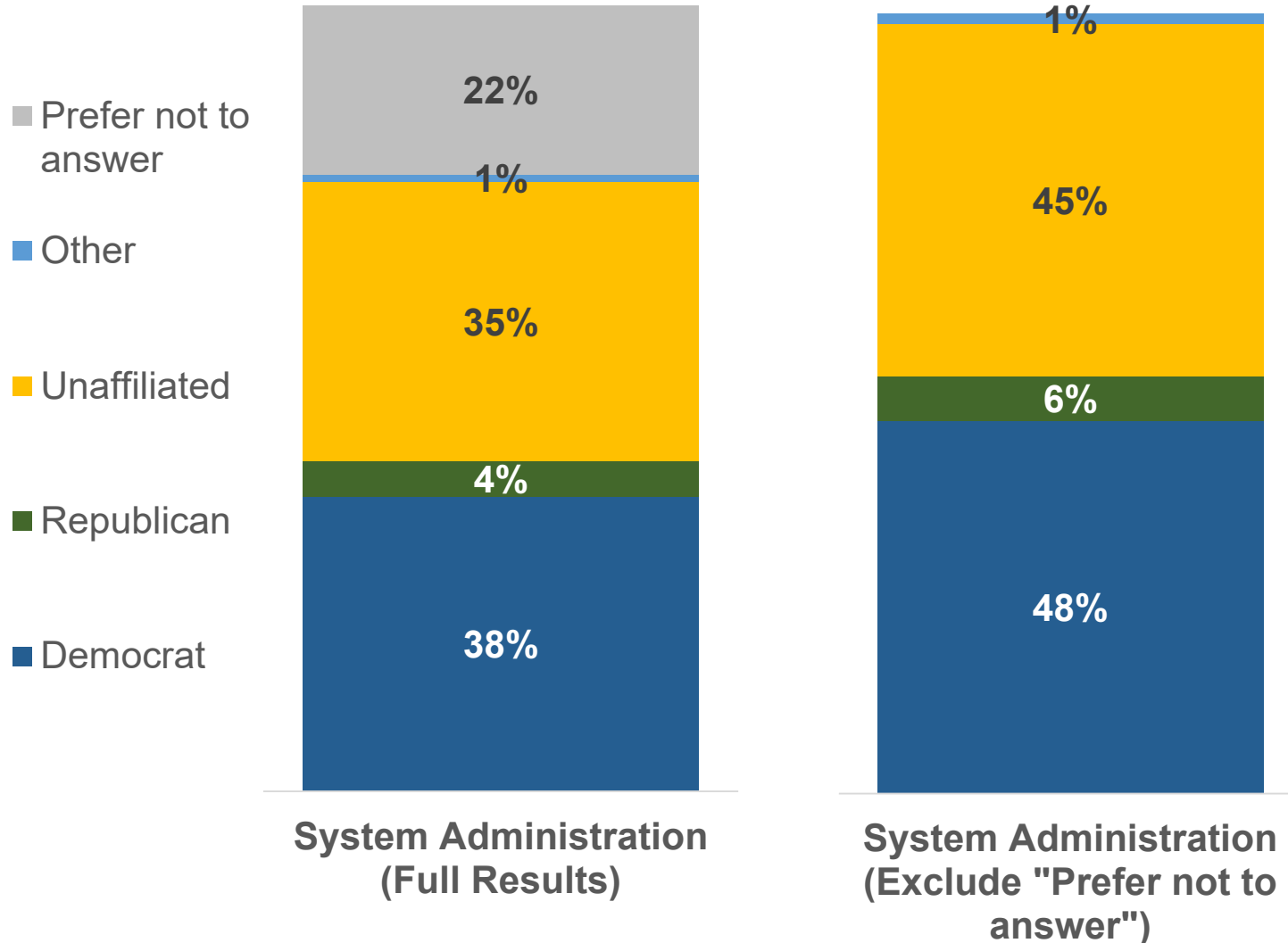Source: U.S. Census Bureau, 2020 American Community Survey, S2101, https://data.census.gov/cedsci

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

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Political Views
System Administration Results

■ POLITICAL VIEW SOCIAL ■ POLITICAL VIEW ECONOMIC

Category	Social	Economic
Liberal	61%	40%
Moderate	11%	20%
Conservative	9%	20%
Don't know/Not sure	3%	4%
Prefer not to answer	15%	16%

(x-axis: 0% 10% 20% 30% 40% 50% 60% 70%)

GALLUP   KEATING RESEARCH

How would you describe your political views?

	🇺🇸	Colorado
Liberal	25%	28%
Moderate	37%	37%
Conservative	36%	31%
No Opinion	3%	4%

U.S. Source: Gallup, 2021,
https://news.gallup.com/poll/388988/political-ideology-steady-conservatives-moderates-tie.aspx
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.
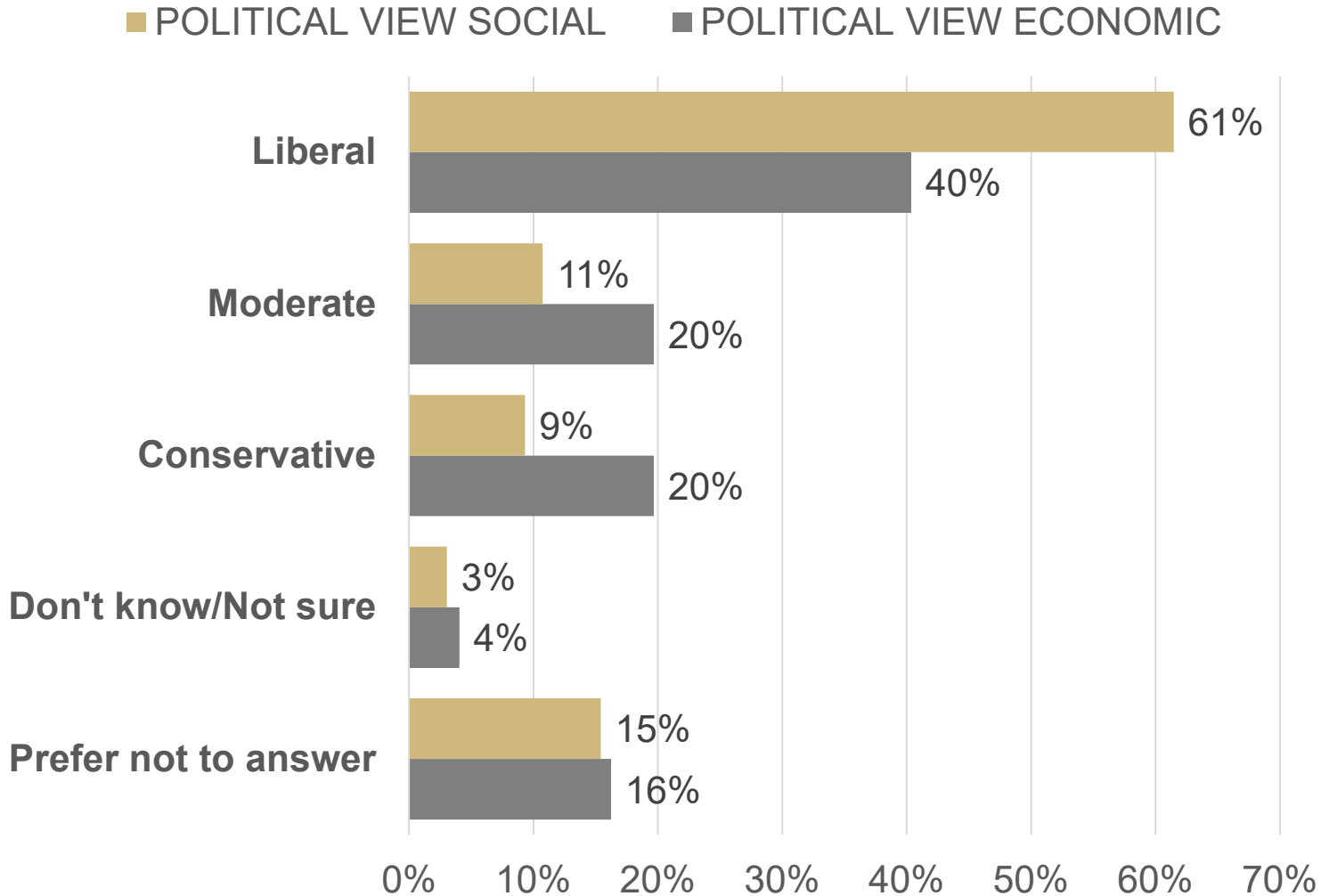
Interpreting Survey Results

- **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*

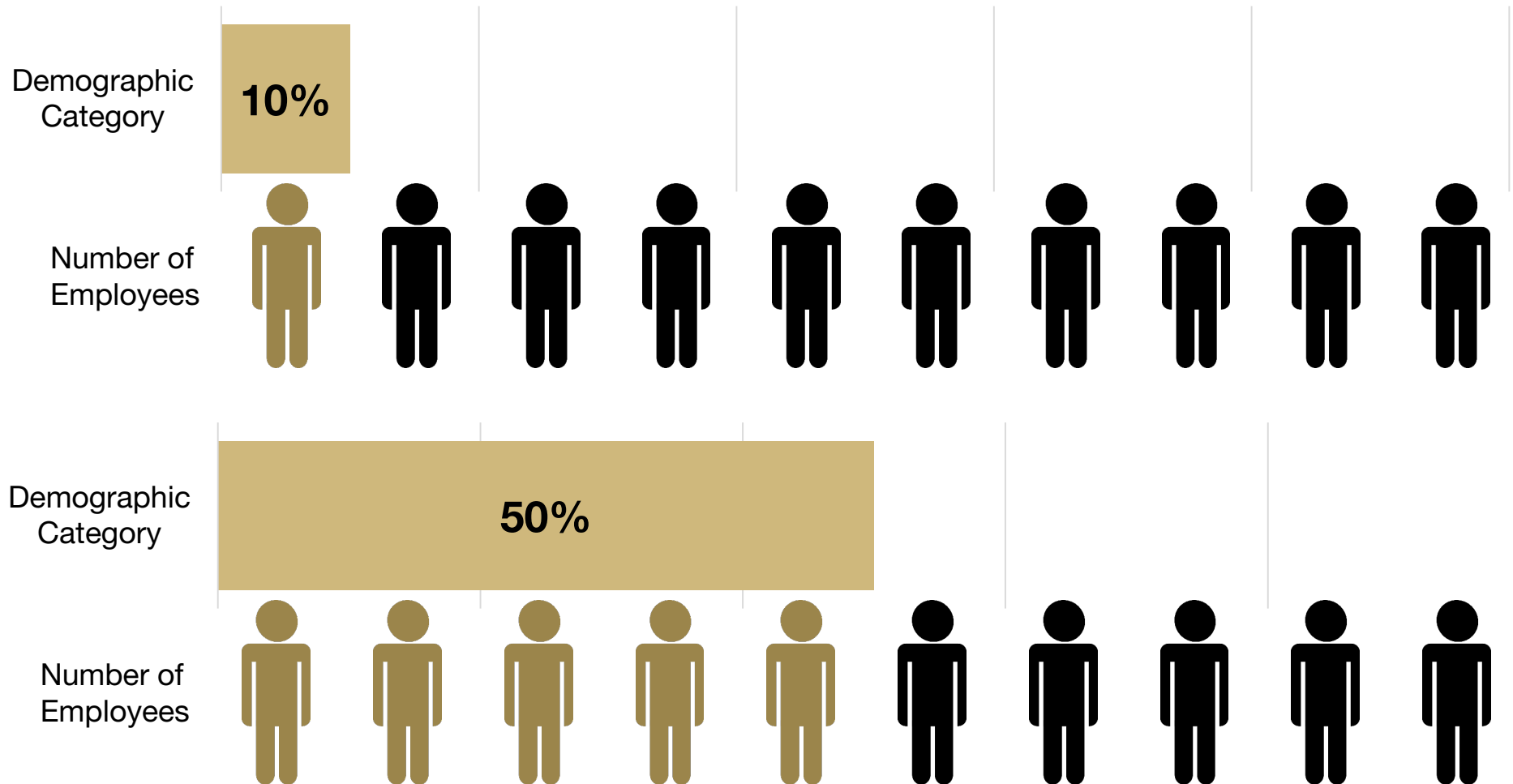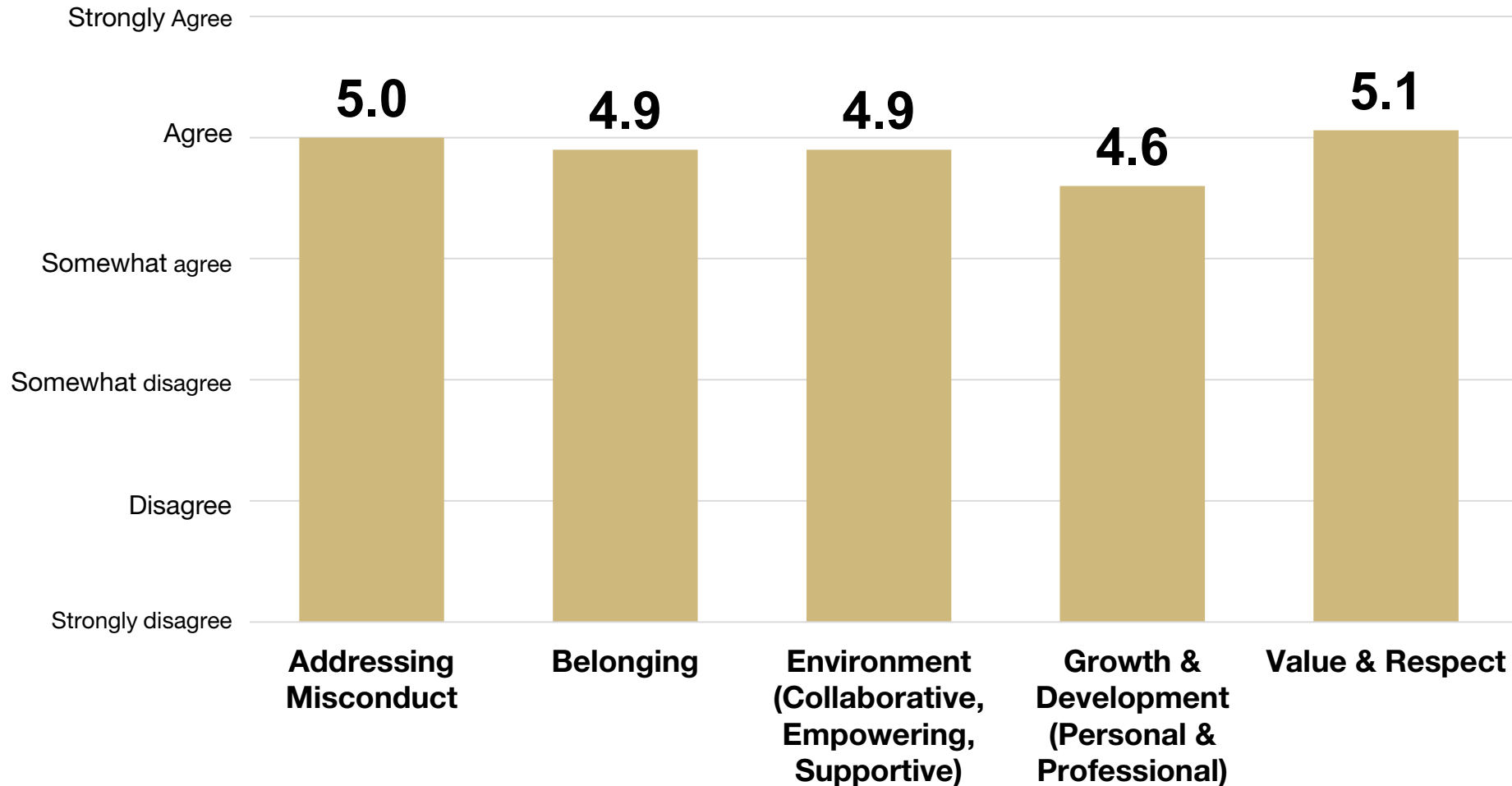| Strongly Disagree (Scale=1)	Disagree (2)	Somewhat Disagree (3)	Somewhat Agree (4)	Agree (5)	Strongly Agree (6)

3.2 ◆———————————————◆ 5.5

- **% Reporting Behaviors is calculated for Incivility, Discrimination, Sexual Harassment, and Barriers to Mental Health Training**

Interpreting Survey Results

Percentage = Number of Employees

CWC Themes Summary

	Addressing Misconduct	Belonging	Environment (Collaborative, Empowering, Supportive)	Growth & Development (Personal & Professional)	Value & Respect
	5.0	4.9	4.9	4.6	5.1

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.

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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**

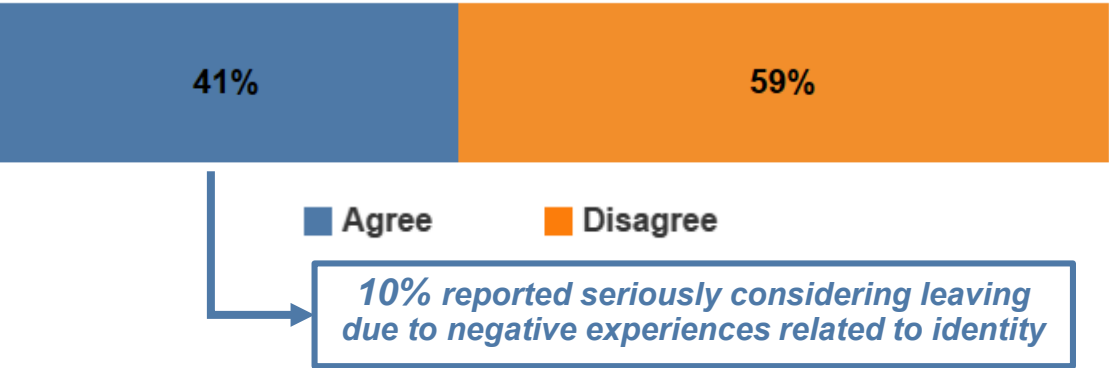**Avg. Response by Demographic Group**
Top 3, Bottom 3

Demographic Group	Avg. Response
Officers	5.21
Age: 20-29	5.19
English Not Primary Lang	5.18
Age: 50-59	4.68
LGBT+	4.68
Veterans	4.48
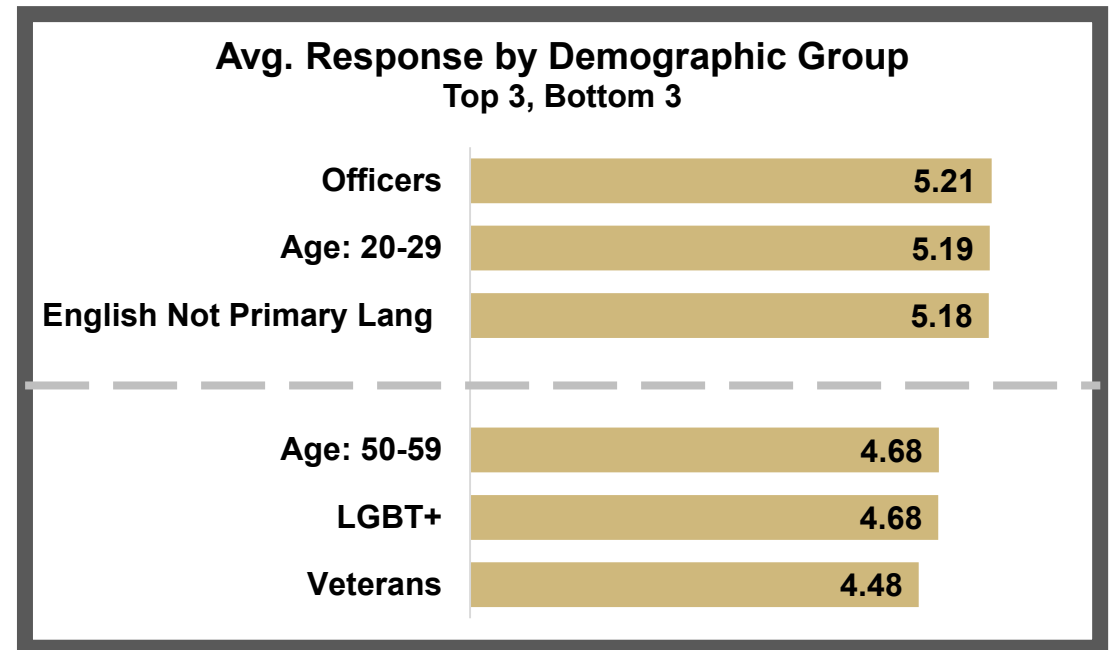
Belonging

89% AGREE:

"At CU I'm treated like I belong."

89%	11%

■ Agree ■ Disagree
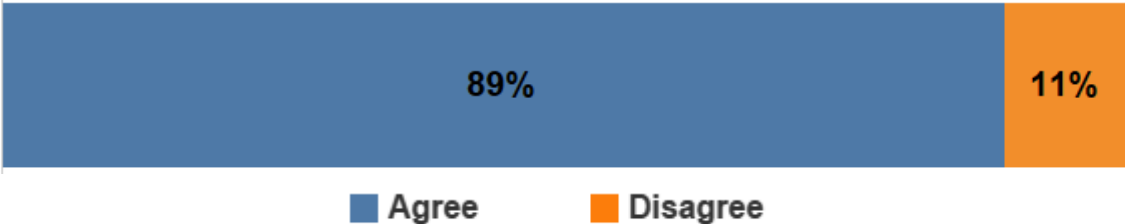
41% AGREE:

"In the past 12 months, I have seriously considered leaving my position at CU System Office."

41%	59%

■ Agree ■ Disagree

10% reported seriously considering leaving due to negative experiences related to identity

89% AGREE:

"I have a sense of community at CU."

89%	11%

■ Agree ■ Disagree
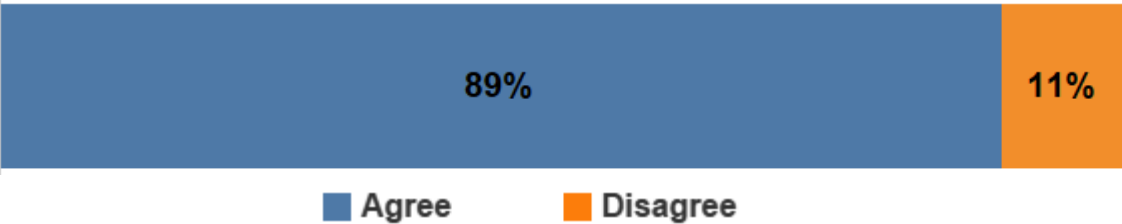
24% AGREE:

"I feel excluded from informal networks within my department."

24%	69%	7%

■ Agree ■ Disagree ■ All Other
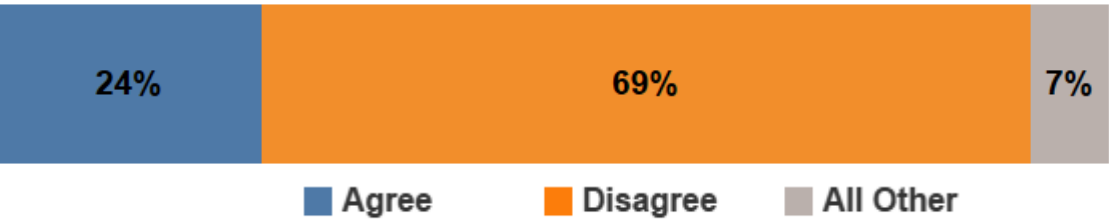
Value & Respect

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**
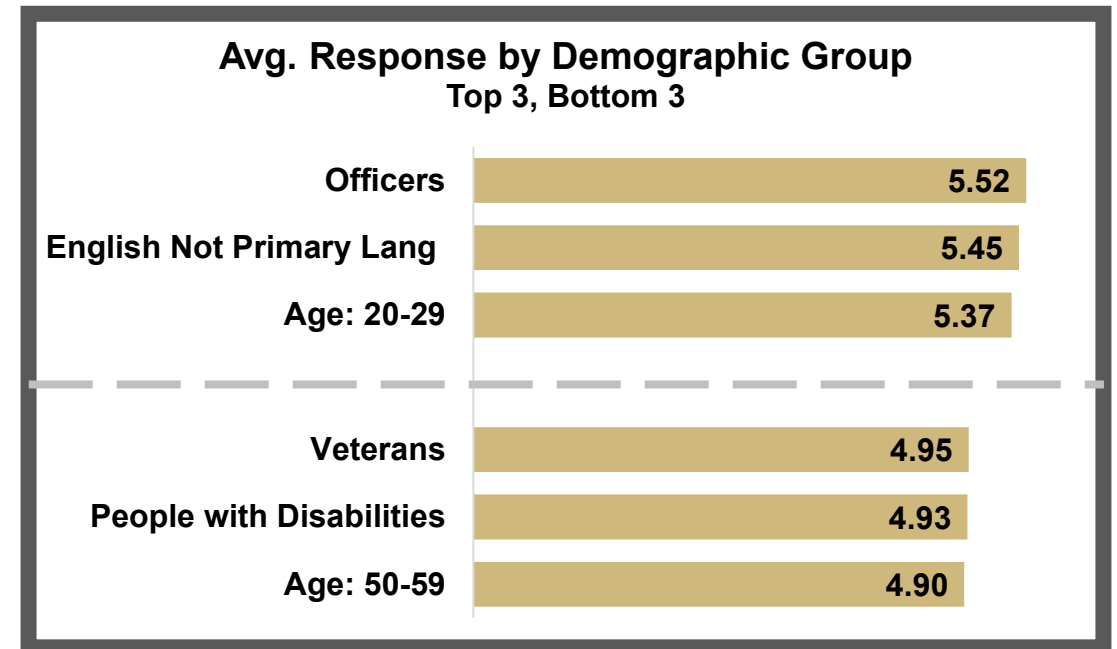- **Demographic Range: 4.9 to 5.5**

Avg. Response by Demographic Group
Top 3, Bottom 3

Officers	5.52
English Not Primary Lang	5.45
Age: 20-29	5.37
Veterans	4.95
People with Disabilities	4.93
Age: 50-59	4.90

Value & Respect

88% AGREE:

"My work is valued by CU."

88%	12%

■ Agree ■ Disagree
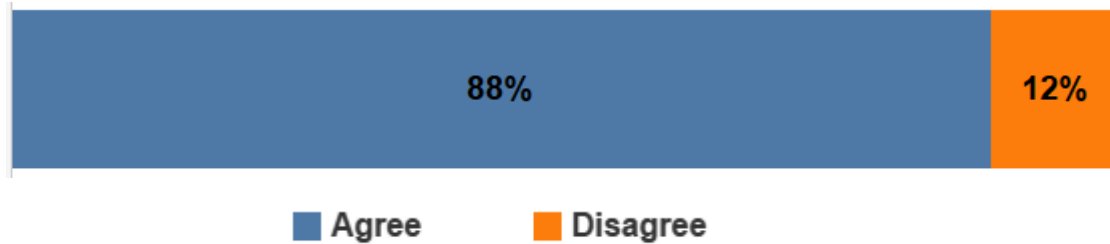
93% AGREE:

"Staff are treated with respect by department colleagues/coworkers."

93%	4%

■ Agree ■ Disagree ■ All Other
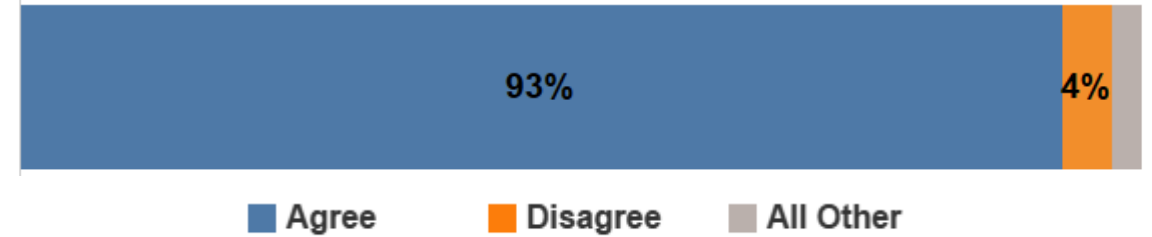
93% AGREE:

"Respectful treatment is the norm."

93%	7%

■ Agree ■ Disagree
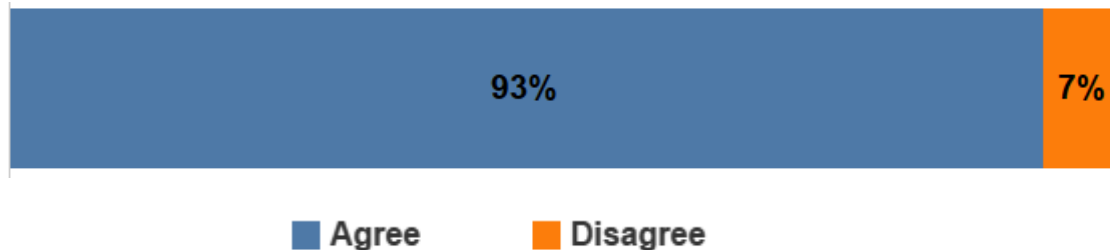
92% AGREE:

"Supervisors are treated with respect by their employees."

92%	5%

■ Agree ■ Disagree
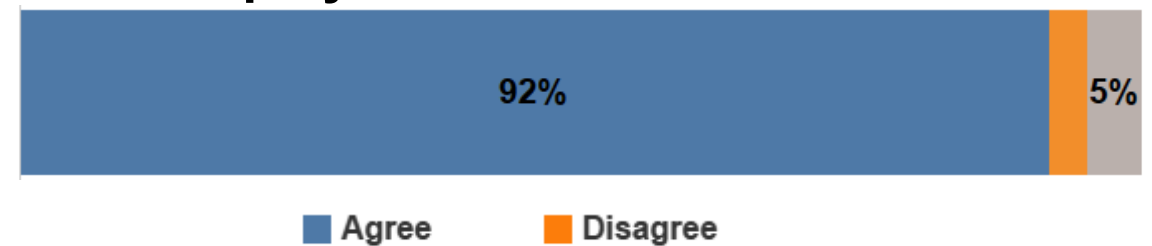
Environment

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
Top 3, Bottom 3

Officers	5.44
English Not Primary Lang	5.27
Age: 20-29	5.21
LGBT+	4.69
People with Disabilities	4.66
Veterans	4.57

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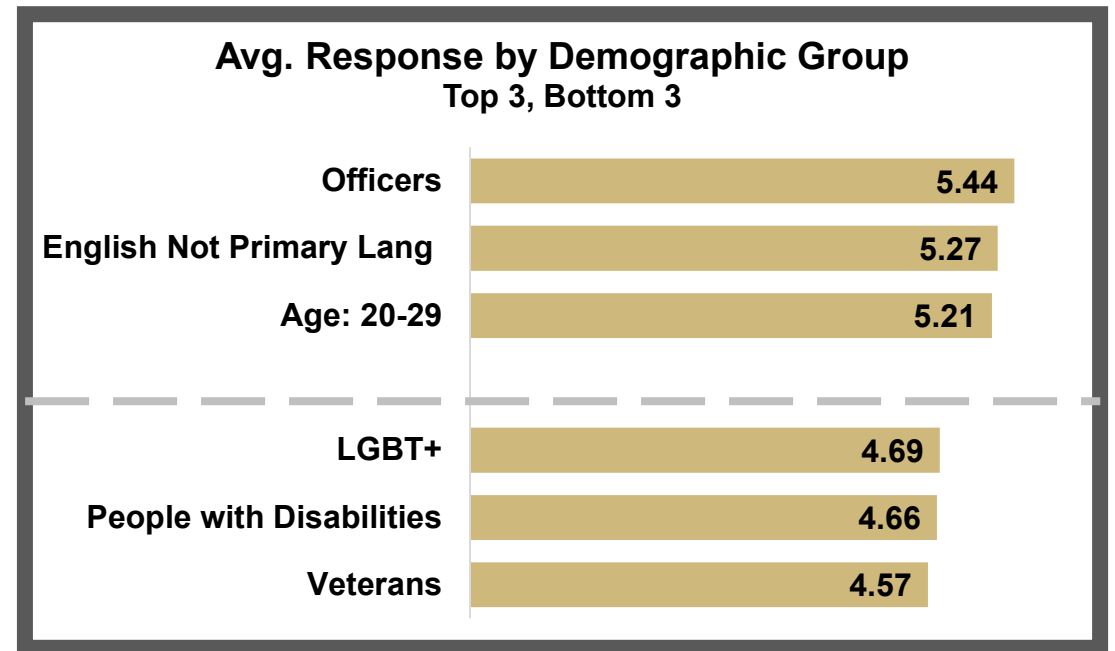
Environment

97% AGREE:

"I am proud to work at CU."
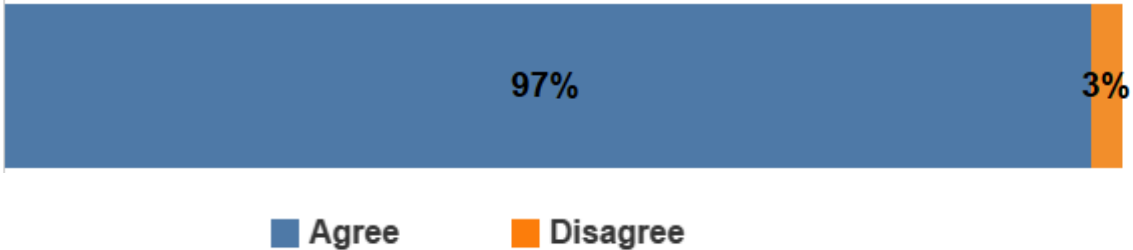
28% DISAGREE:

"Department resources are allocated transparently."

90% AGREE:

"My department values the balance between my job and life outside the work setting."
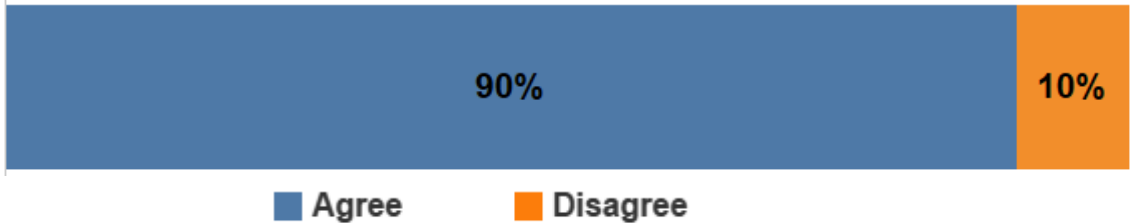
16% DISAGREE:

"The flow of communication within my office/department clearly defines expectations so I know how to effectively do my job"
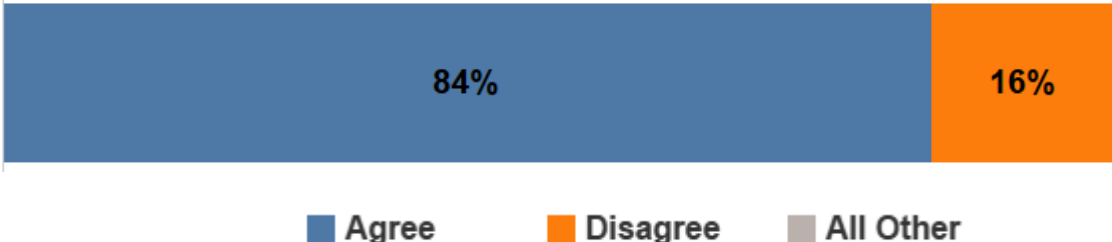
Environment (Barriers to Wellness Programs)

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.

376 (76%) reported between 1 and 12 barriers to participating in wellness programs
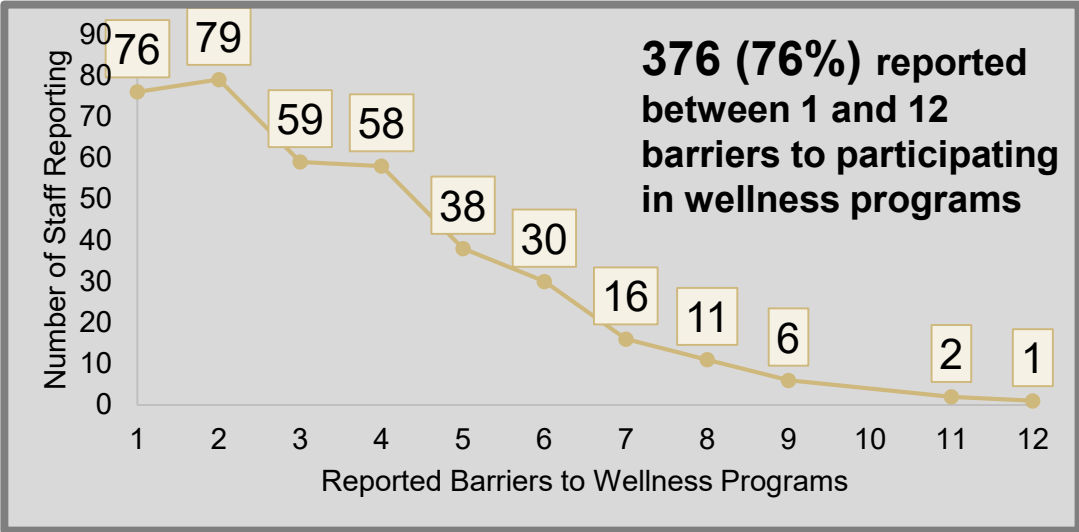
Barriers	% Reporting	# Reporting
Time management	51%	250
Lack of personal motivation	30%	148
Lack of interest in wellness activities available to me	27%	135
I forget to attend or participate	23%	112
Schedule of programs do not work for me	22%	110
Job responsibilities make it difficult to participate (shift work coverage fee based work)	22%	108
Wellness programs are not offered at a convenient location	18%	88
Do not have the knowledge needed to participate	17%	82
Cost	16%	78
Do not feel comfortable participating in wellness-at-work programs	15%	76
Concerns about confidentiality	11%	56
Other	5%	26
Injury or disability	3%	14
Not supported by coworkers	3%	13
My supervisor does not allow me to attend	1%	5

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

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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

Demographic Group	Avg. Response
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
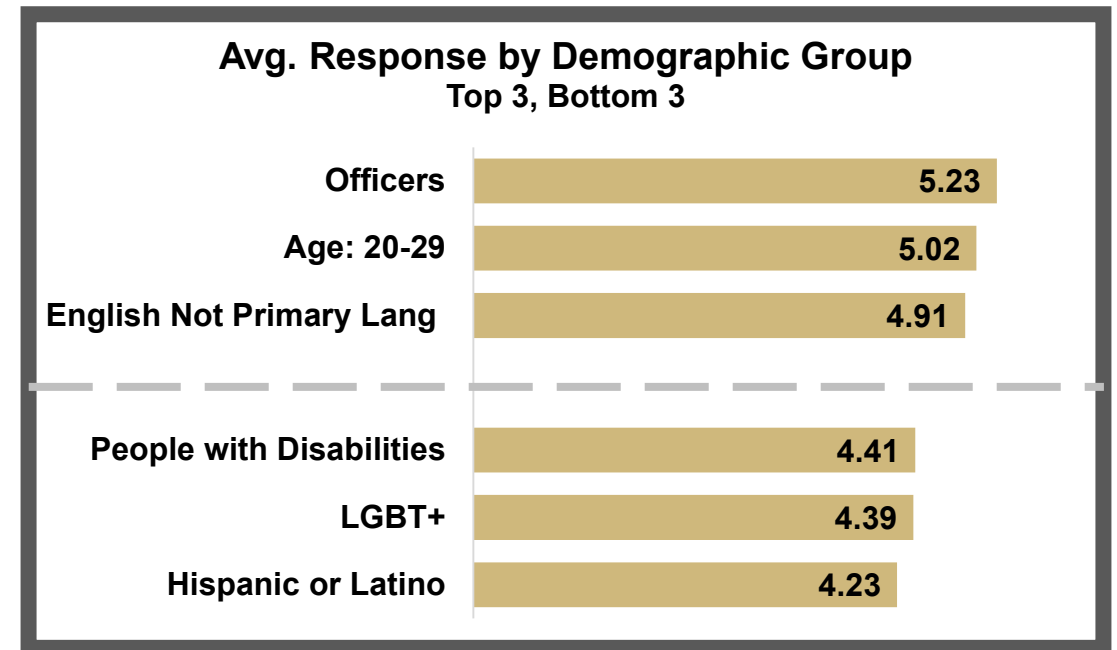
Growth & Development

90% AGREE:

"I have received adequate feedback to judge my work performance."

90%	10%
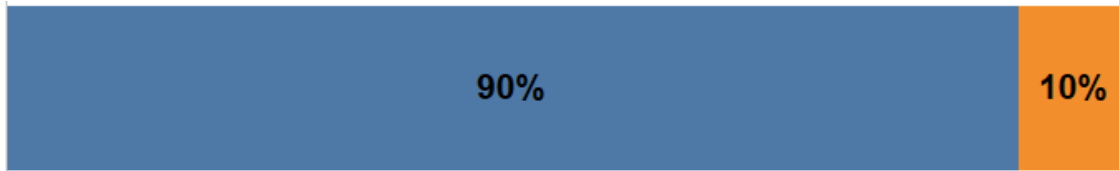
Agree Disagree

30% DISAGREE:

"I am provided opportunities to advance in my career."

66%	30%	

Agree Disagree All Other

83% AGREE:

"I have been offered opportunities to learn and grow."

83%	17%
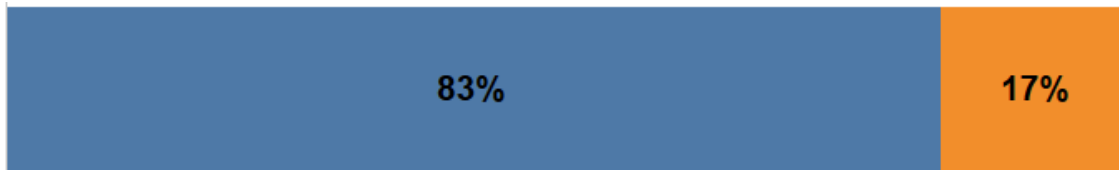
Agree Disagree

23% DISAGREE:

"I receive adequate support/mentoring to advance in my career. "

73%	23%	5%

Agree Disagree All Other

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

University of Colorado
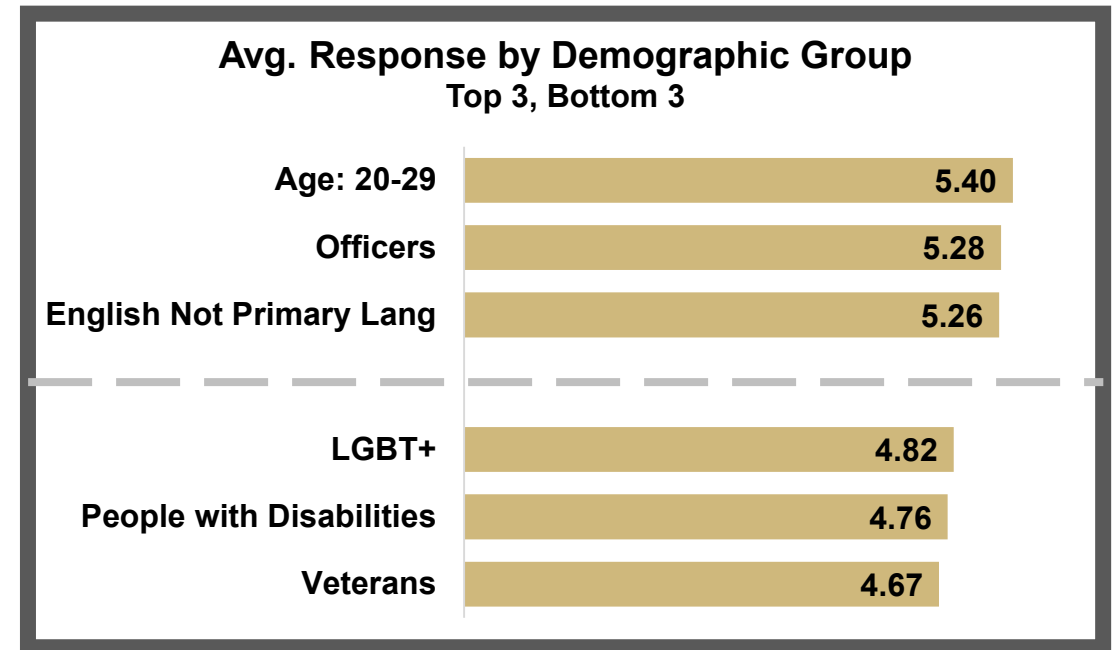
Addressing Misconduct

92% AGREE:

"Angry outbursts are not tolerated."

92%	8%
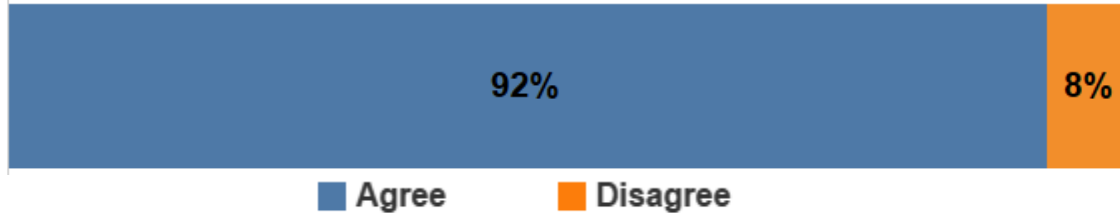
■ Agree ■ Disagree

90% AGREE:

"If I reported a problem related to identity-based discrimination or harassment… it would be taken seriously by my department."

90%	6%	4%

■ Agree ■ Disagree ■ All Other
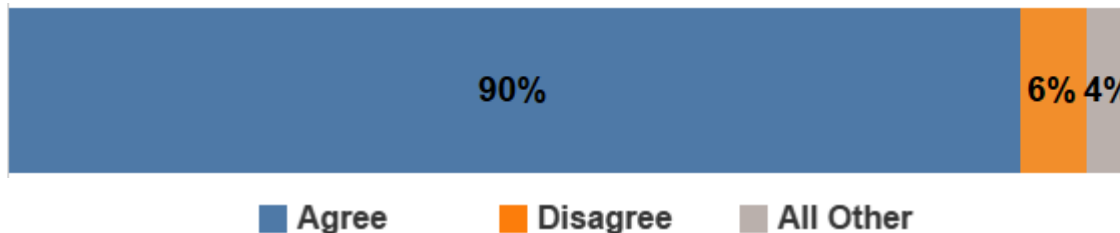
21% DISAGREE:

"Supervisors/ Department leaders effectively address problematic behaviors that undermine the work environment."

65%	21%	14%

■ Agree ■ Disagree ■ All Other

15% AGREE:

"I have heard other people express stereotypes based on identity."

15%	80%	5%

■ Agree ■ Disagree ■ All Other

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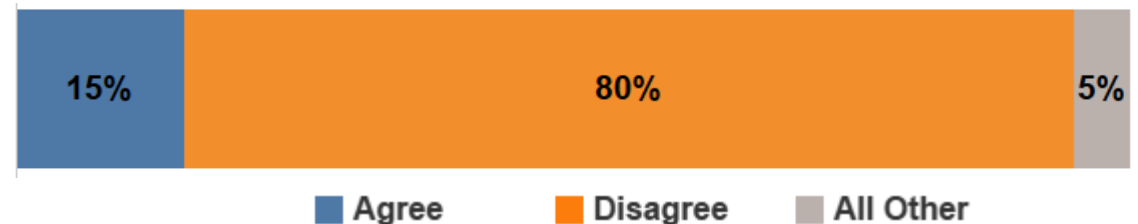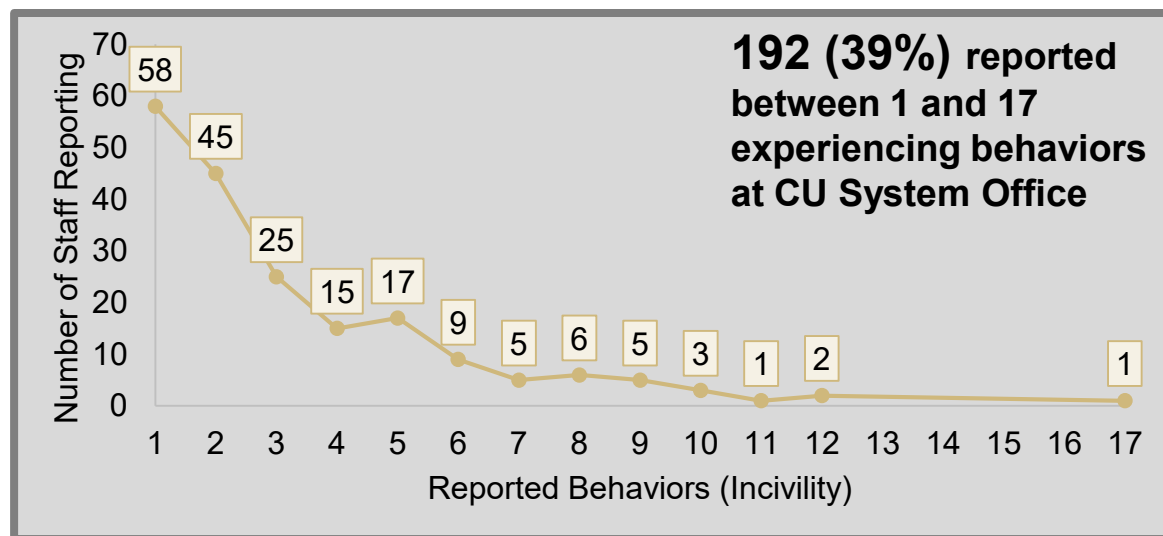
Within the last 12 months, have you experienced any of these behaviors in the context of your CU-related activities (in person or remote)?

192 (39%) reported between 1 and 17 experiencing behaviors at CU System Office

Behavior	% Individuals Reporting
Non-responsiveness or slow response to emails /requests	23% (111)
Condescension or dismissive remarks	16% (81)
Someone constantly interrupting or talking over you	12% (60)
Someone taking credit for your work/ideas	11% (55)
Complaints being made about you behind your back	11% (52)
Being deliberately ignored or excluded	9% (46)
Work being undermined or impeded	8% (39)
Unjustified denial of access to resources	6% (31)
Non-verbal behaviors/gestures like eye-rolling making faces	5% (26)
Hostile electronic communication (emails, texts, social)	3% (17)
Inappropriate jokes/humor (verbal or written)	3% (16)
Being mocked scorned ridiculed or treated with contempt	3% (15)
Excessive criticism in front of others	3% (15)
Threats to your professional status	3% (13)
Insults or derogatory remarks	2% (12)
Threats to your employment status	2% (12)
Being shouted or yelled at	2% (11)
Rumors being spread about you	2% (11)
Someone plagiarizing your work	1% (7)
Feeling physically threatened	0% (2)

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

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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

436, 88%	**57, 12%**

■ No Discrimination Reported   ■ Discrimination Reported
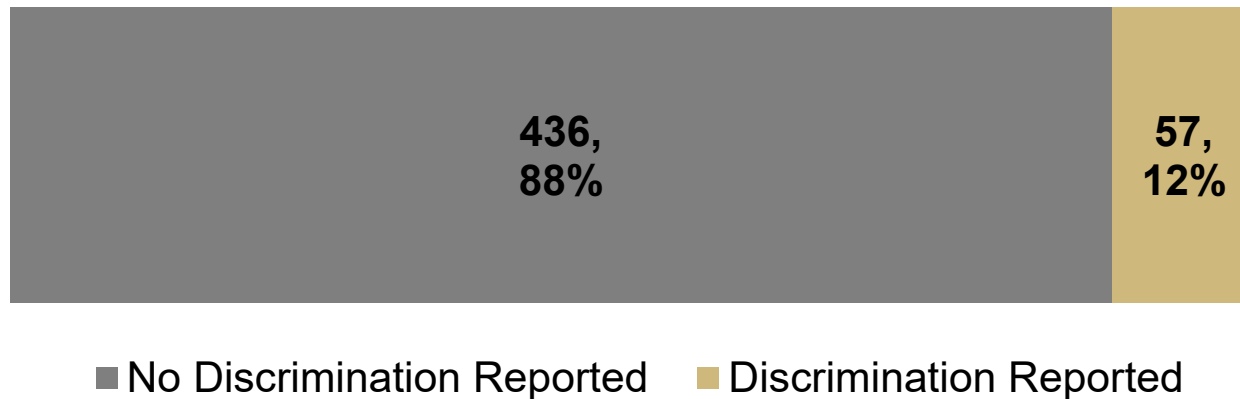
For the 57 respondents reporting experiencing discrimination, the following question was asked: *As a CU employee, have you experienced discrimination as a result of an aspect of your protected-class identity or identities within the last 12 months? (Multiple selections allowed)*	
	# Reporting
Not sure	**34**
Age	**9**
Political affiliation or philosophy	**8**
Sex or gender	**8**
Religion or creed	2
Sexual orientation	2
Veteran status	2
Disability	1
Gender identity or expression	1
National origin	1
Pregnancy	1
Race or color	1

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

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Campus & Workplace Culture Survey

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
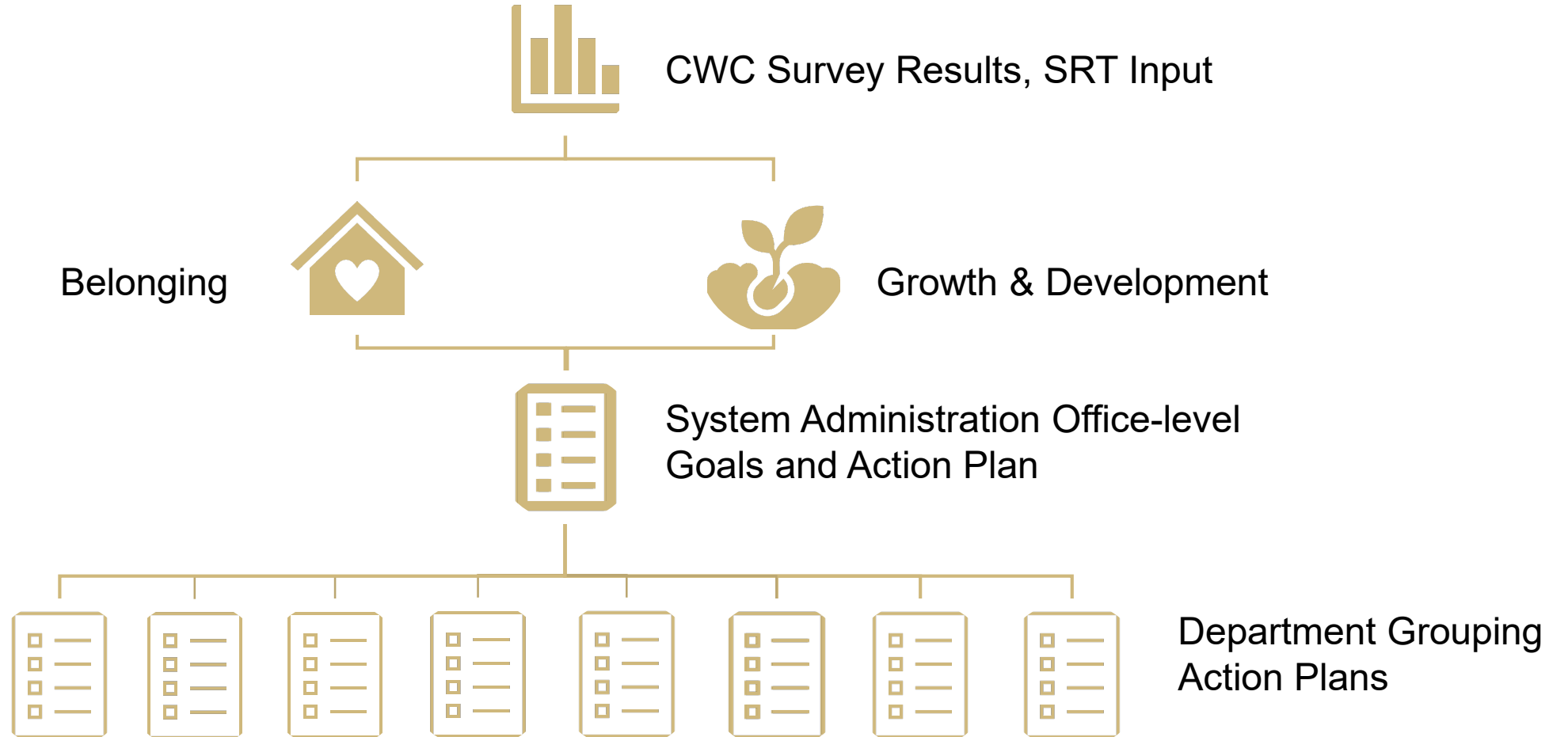
Action Planning

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?