



# 2020 Staff & Faculty Engagement Survey

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**Gallagher**

Insurance | Risk Management | Consulting

# Survey Structure

## Staff Survey

54

**Closed-ended items:** measured using a 6-point agreement scale where 6=*Strongly Agree*, 5=*Agree*, 4=*Somewhat Agree*, 3=*Somewhat Disagree*, 2=*Disagree*, 1=*Strongly Disagree*

13

**Coding Items:** College/School, Academic Unit/Department, Age, Disability Identification, Generation, Length of Service, Marginalized Identity, Military Service, Paper Survey Language, Position, Race, Workplace Accommodations, Work Status

## Faculty Survey

54

**Closed-ended items:** measured using a 6-point agreement scale where 6=*Strongly Agree*, 5=*Agree*, 4=*Somewhat Agree*, 3=*Somewhat Disagree*, 2=*Disagree*, 1=*Strongly Disagree*

12

**Coding Items:** College/School, Academic Unit/Department, Position, Work Status, Years w/CU-B, Military Service, Age, Race, Gender, Disability Status, Workplace Accommodations Status, Age (Generation Derived)



# Staff Results

# Response Information

## Survey Period

March 2<sup>nd</sup> to March 17<sup>th</sup> (2020)

## Survey Mode

Online; English, Chinese, Laotian, Nepali, Spanish, Tibetan

## Total Response

2,854 Staff Members Responded

## Possible Response

5,836 Staff Members Invited

## Response Rate

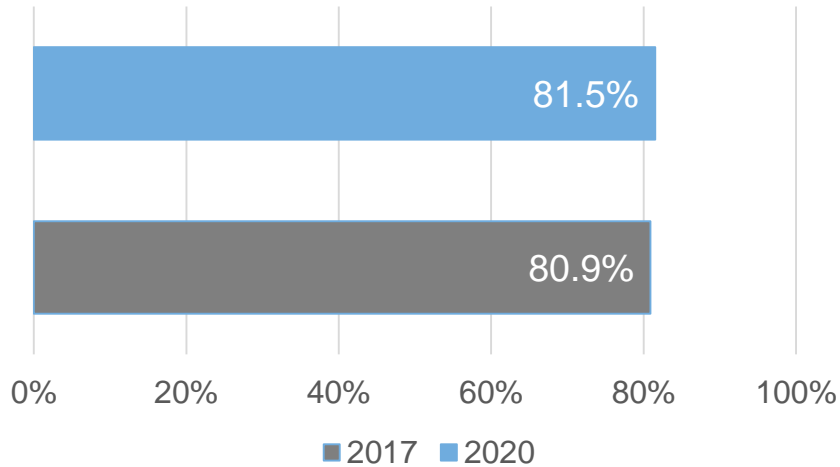
48.9% —————● 65.2% in 2017

## Margin of Error

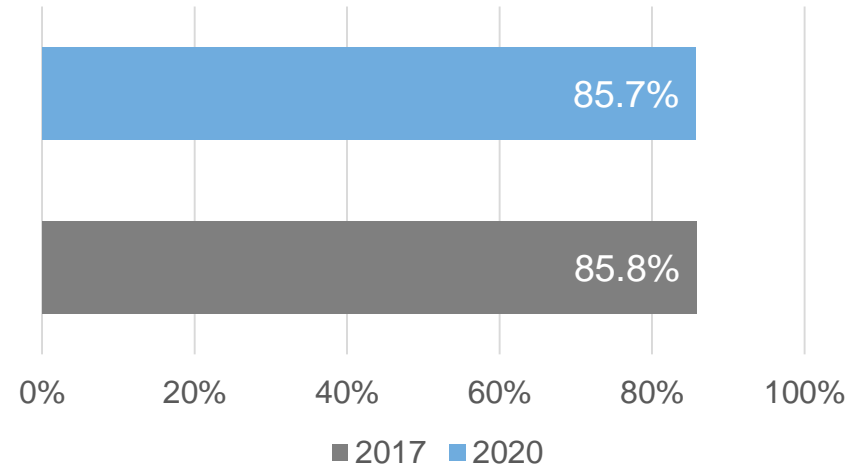
±1.31% —————● ±1.10 in 2017

# Survey Results

## OVERALL SCORE COMPARISON



## ENGAGEMENT SCORE COMPARISON



**46<sup>th</sup>** Percentile – In 2020, across all items asked in your survey, CU Boulder is outperforming **46** percent of higher education universities based on mean score of 4.47 (4.44 in 2017); and -0.08 below the norm



**36<sup>th</sup>** Percentile – In 2020, across all engagement items asked in your survey, CU Boulder is outperforming **36** percent of higher education universities based on mean score of 4.47 (4.44 in 2017); and -0.08 below the norm

### Overall Review:

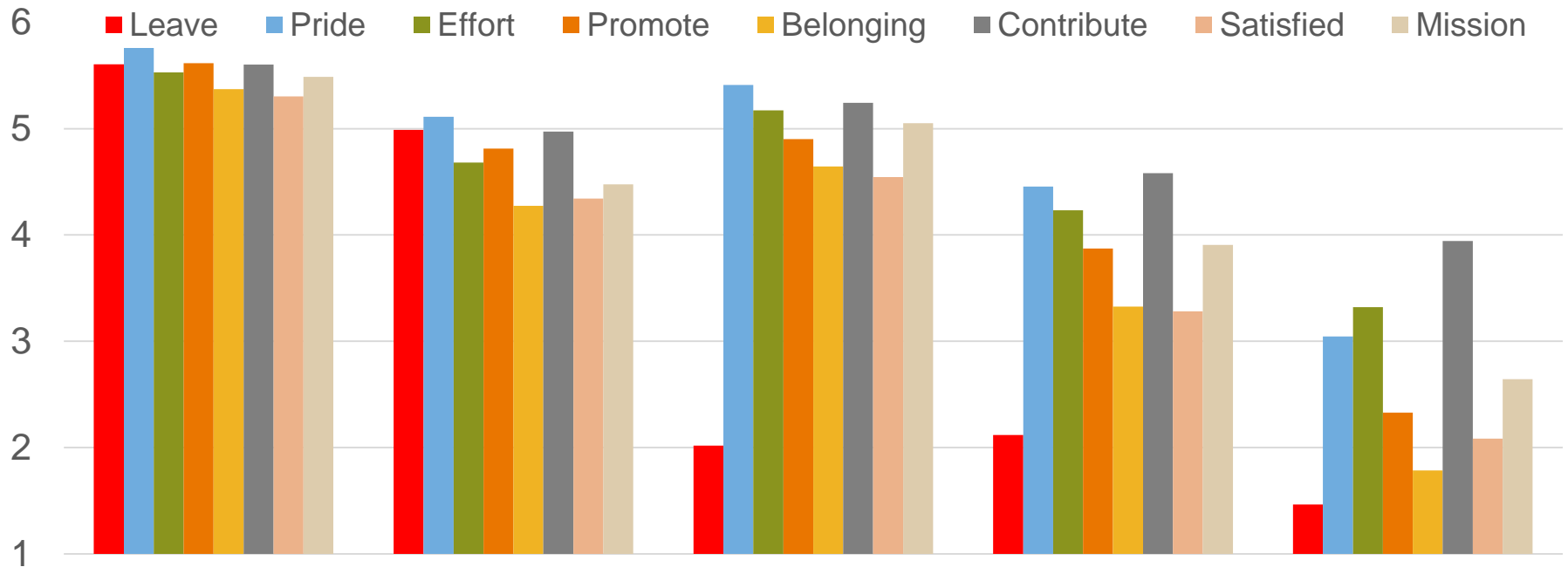
- 48% (26/54) of survey items *improved* from 2017
- 30% (16/54) of survey items *declined* from 2017
- 22% (12/54) of survey items *no difference* from 2017

# Engagement Items – Significance



Engagement Item (in order of % favorable vs. 2017)	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
I feel a strong sense of belonging to CU Boulder.	81.0%	+0.9%	17.3%	+0.5%
I have not seriously considered leaving CU Boulder for another job.	64.5%	+0.8%	29.7%	+2.0%
I feel I am a part of CU Boulder's mission.	88.3%	+0.7%	22.6%	+1.7%
My effort directly affects the success of CU Boulder.	92.3%	+0.4%	28.9%	+1.4%
I am proud to work for CU Boulder.	94.6%	+0.3%	44.5%	+0.7%
I would recommend employment at CU Boulder to my friends.	89.0%	-0.5%	27.8%	+1.6%
I often leave work with a feeling of satisfaction about my job.	80.7%	-1.5%	15.6%	+1.0%
I am willing to put in effort beyond what is expected to help CU Boulder be successful.	94.8%	-1.7% 	36.8%	-3.0% 
<b>Staff Engagement</b>	<b>85.7%</b>	<b>-0.11%</b>	<b>27.9%</b>	<b>+0.76%</b>

# Engagement Profiles at CU Boulder



38% in 2017

34% Engaged

Favorable = 99.7%



25% in 2017

29% Mod. Engaged

Favorable = 94.8%



16% in 2017

15% Seekers

Favorable = 84.6%

15% in 2017

16% Disconnecting





Favorable = 64.3%

6% in 2017

7% Disengaged












Favorable = 29.7%

# Most Favorable Items (excl. Engagement Items)



Item (in order of % favorable rating)	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
I understand the benefits offered to me by CU Boulder. <a href="#">[Pay &amp; Benefits]</a>	95.5%	+0.5%	29.6%	+4.0% 
My daily work is aligned with the mission of CU Boulder. <a href="#">[Quality]</a>	94.2%	0.0%	28.5%	+0.7%
I understand what I need to do to be successful in my job. <a href="#">[Career Growth]</a>	93.1%	+0.6%	29.7%	+2.7% 
I have opportunities to develop friendships at work. <a href="#">[Teamwork]</a>	90.7%	-1.2%	24.1%	+0.5%
I love working for the University of Colorado Boulder. <a href="#">[Affinity]</a>	90.6%	-0.2%	33.1%	+1.4%
Employees at CU Boulder collaborate well together to provide high quality work. <a href="#">[Quality]</a>	90.4%	+3.5% 	19.0%	+6.1% 
I love the Boulder region. <a href="#">[Affinity]</a>	89.7%	-1.5%	41.5%	-2.1%






# Most Improved Items (excl. Engagement Items)

Item (in order of % favorable increase)	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
The orientation process used by my work area prepares new staff to be successful. <b>[Career Growth]</b>	74.7%	+4.6% 	8.1%	+2.8% 
Employees at CU Boulder collaborate well together to provide high quality work. <b>[Quality]</b>	90.4%	+3.5% 	12.9%	+6.1% 
Employees are encouraged to network across departments to problem solve. <b>[Innovation]</b>	76.4%	+3.0% 	12.2%	+1.0%
Employees at CU Boulder are encouraged to take risks and try new approaches. <b>[Innovation]</b>	70.8%	+2.8% 	7.5%	+2.2% 
Faculty and staff have a mutual respect for one another and work well together. <b>[Teamwork]</b>	73.6%	+2.6% 	8.7%	+2.8% 
CU Boulder eliminates challenges/barriers so we can complete our work efficiently. <b>[Teamwork]</b>	61.6%	+2.6% 	5.0%	+1.9% 

# Least Favorable Items (excl. Engagement Items)

Item (in order of % favorable rating)	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
I could not imagine working for another organization. <b>[Affinity]</b>	47.8%	-2.0%	10.1%	+0.9%
We have enough employees in my work area to do our jobs well. <b>[Quality]</b>	59.8%	+1.4%	9.1%	-0.2%
Compared with similar jobs in my field, I feel I am paid fairly. <b>[Pay &amp; Benefits]</b>	60.2%	-1.3%	7.9%	+0.8%
CU Boulder eliminates challenges/barriers so we can complete our work efficiently. <b>[Teamwork]</b>	61.6%	+2.6% 	6.9%	+1.9% 
Compared with similar jobs on campus, I feel I am paid fairly. <b>[Pay &amp; Benefits]</b>	67.4%	-1.5%	11.0%	+1.4%
I am given reasons for major changes that occur in my work area. <b>[Department Head]</b>	70.7%	+0.7%	10.4%	+1.4%

# Key Drivers of Staff Engagement

Key Driver Item – in order of <i>influence</i> (defined by $\beta$ weight) on Staff engagement	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
CU Boulder has a work environment that allows me to grow and develop. <b>[Career Growth]</b>	79.7%	+2.0%	19.7%	+4.2% 
My daily work is aligned with the mission of CU Boulder. <b>[Quality]</b>	94.2%	0.0%	28.5%	+0.7%
I trust the people with whom I work. <b>[Teamwork]</b>	85.5%	+0.3%	27.3%	+3.9% 
The actions of the executive leadership give CU Boulder a competitive edge in higher education. <b>[Executive Leadership]</b>	75.1%	-2.5% 	8.9%	+0.4%
I understand the vision and strategic imperatives of CU Boulder. <b>[Quality]</b>	86.0%	-1.3%	17.6%	-0.5%

# Prioritizing Your Opportunities

## 1 Leadership: Communication, Strategic Vision, Competitive, Prioritization



The actions of the executive leadership give CU Boulder a competitive edge in higher education. [\[Executive Leadership\]](#)



I understand the vision and strategic imperatives of CU Boulder. [\[Quality\]](#)



I am given reasons for major changes that occur in my work area. [\[Department Head\]](#)



The executive leadership does a good job prioritizing initiatives across the university. [\[Executive Leadership\]](#)



The executive leadership does a good job communicating information about the university's objectives. [\[Executive Leadership\]](#)




Key Priority for CU-Boulder

# Prioritizing Your Opportunities

## 2 Career Development: Growth, Total Rewards, Work Aligned with Mission



 <p>CU Boulder has a work environment that allows me to grow and develop. <a href="#">[Career Growth]</a></p>	●		
<p>My daily work is aligned with the mission of CU Boulder. <a href="#">[Quality]</a></p>	●		
<p>Compared with similar jobs on campus, I feel I am paid fairly. <a href="#">[Pay &amp; Benefits]</a></p>		●	●
<p>Compared with similar jobs in my field, I feel I am paid fairly. <a href="#">[Pay &amp; Benefits]</a></p>		●	



Key Priority for CU-Boulder



# Prioritizing Your Opportunities

## 3 Teamwork: Enhancing trust and mutual respect, staffing, eliminating barriers



I trust the people with whom I work. [Teamwork]



Faculty and staff have a mutual respect for one another and work well together. [Teamwork]



We have enough employees in my work area to do our jobs well. [Quality]



CU Boulder eliminates challenges/barriers so we can complete our work efficiently. [Teamwork]



Key Priority for CU-Boulder

# Faculty Results

# Response Information

## Survey Period

March 2<sup>nd</sup> to March 17<sup>th</sup> (2020)

## Survey Mode

Online; English Language

## Total Response

918 Faculty Members Responded

## Possible Response

3,479 Faculty Members Invited







## Response Rate

26.4%  37.6% in 2017

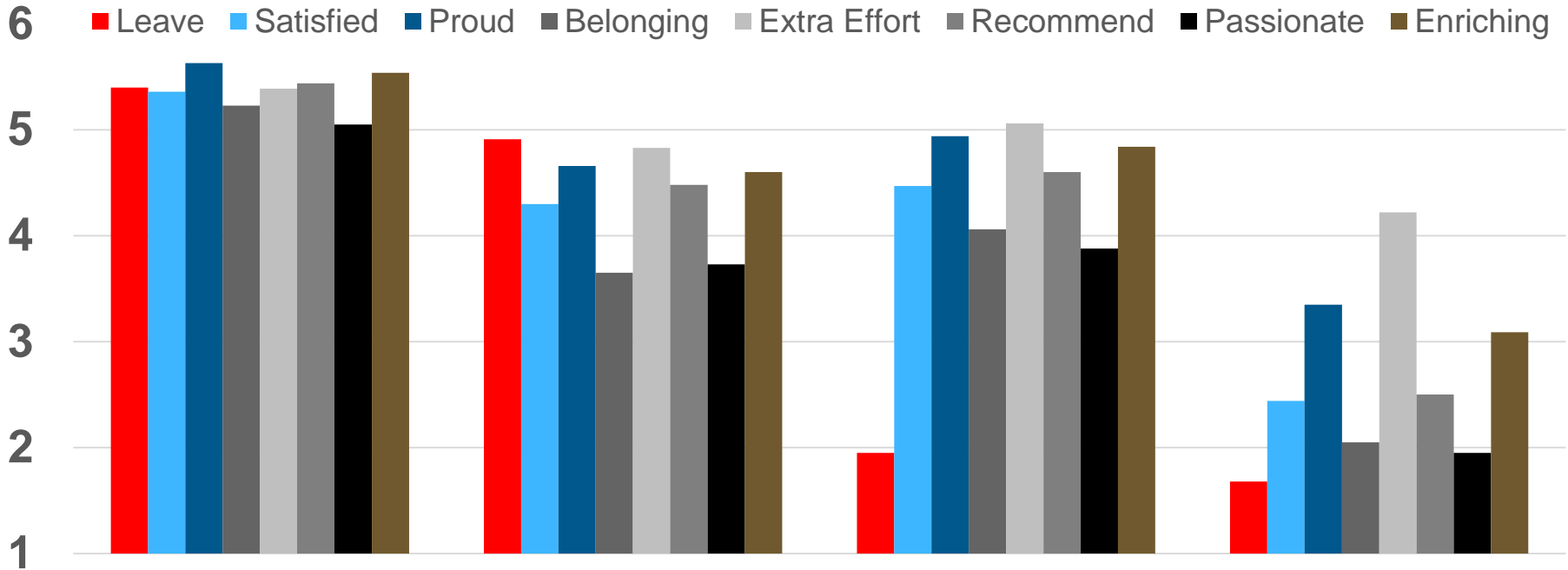
## Margin of Error

± 2.79%

# Engagement Items

Engagement Item (in order of % favorable vs. 2017)	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
CU has enriched my career	89.8%	-1.1%	27.0%	-1.3%
Not considered leaving	58.6%	-1.6%	25.5%	+2.0%
Strong sense of belonging to CU	70.9%	-2.7%	13.7%	+0.6%
Proud to be associated with CU	90.0%	-3.0% 	29.7%	-2.8%
Willing to put in extra effort	91.7%	-3.4% 	33.7%	+2.1%
Overall satisfaction with experiences	79.2%	-4.5% 	16.4%	+0.1%
Recommend CU as a good workplace	83.4%	-4.6% 	20.0%	-2.8%
CU keeps me passionate about my career	65.9%	-6.5% 	10.0%	-0.3%
<b>Faculty Engagement</b>	<b>78.7%</b>	<b>-3.5%</b> 	<b>22.0%</b>	<b>-0.4%</b>

# Engagement Profiles at CU Boulder



39% in 2017  
**37% are Engaged**

**Favorable = 99%**

22% in 2017  
**22% are Mod. Engaged**

**Favorable = 87%**

27% in 2017  
**25% are Seekers**







**Favorable = 75%**

13% in 2017  
**16% are Disengaged**




**Favorable = 27%**









# Most Favorable Items (excl. Engagement Items)

Item (in order of % favorable rating)	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
I love the Boulder region. <a href="#">[Alignment]</a>	92.5%	-1.9%	49.7%	-5.2% 
CU faculty are open to sharing innovative ideas with one another. <a href="#">[University Collaboration]</a>	89.6%	-0.4%	19.9%	+2.5%
Faculty and staff have a mutual respect for one another and work well together. <a href="#">[Department Collaboration]</a>	86.0%	-0.5%	18.8%	-0.4%
My academic unit chair/director is responsive when I raise an issue. <a href="#">[Department Leadership]</a>	84.5%	-1.0%	36.6%	+7.4% 
Faculty in my academic unit treat each other with respect. <a href="#">[Department Collaboration]</a>	84.0%	-2.8% 	29.1%	-0.1%
I understand the tenure process at CU. <a href="#">[Growth]</a>	83.9%	+3.7% 	25.9%	+4.7% 
My academic unit chair/director supports me in achieving my academic goals. <a href="#">[Department Leadership]</a>	83.6%	-2.0%	30.1%	+4.5% 






# Most Improved Items (excl. Engagement Items)

Item (in order of % favorable increase)	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
CU Boulder's process for procuring tools and resources allow me to work efficiently. <a href="#">[Resources]</a>	66.5%	+4.0% 	6.3%	+1.0%
I understand the tenure process at CU Boulder. <a href="#">[Growth]</a>	83.9%	+3.7% 	25.9%	+4.7% 
The orientation process for new faculty is effective in preparing them to be successful. <a href="#">[Resources]</a>	64.7%	+1.2%	5.1%	-0.7%
Considering higher education settings, I feel my benefits are competitive. <a href="#">[Compensation and Rewards]</a>	80.9%	+0.7%	16.6%	+1.2%
Faculty members in my academic unit communicate well with one another. <a href="#">[Department Collaboration]</a>	81.8%	+0.5%	15.9%	+2.2%

# Least Favorable Items (excl. Engagement Items)

Item (in order of % favorable rating)	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
The executive leadership at CU-B is accessible to faculty members. <a href="#">[Executive Leadership]</a>	38.0%	-12.5% 	4.2%	-0.6%
The executive leadership shares the reasons why key decisions are made with faculty. <a href="#">[Executive Leadership]</a>	41.5%	-11.0% 	4.0%	-0.6%
The executive leadership at CU Boulder communicates effectively with faculty members. <a href="#">[Executive Leadership]</a>	41.8%	-12.2% 	4.1%	-1.0%
CU Boulder rewards its faculty members for excellence in service. <a href="#">[Recognition]</a>	46.4%	-7.6% 	4.8%	+0.4%
The executive leadership is responsive to feedback from the faculty. <a href="#">[Executive Leadership]</a>	48.7%	-13.0% 	4.5%	-1.3%
Considering higher education settings, I feel my pay is competitive. <a href="#">[Compensation and Rewards]</a>	50.1%	-1.7%	6.0%	+1.7%
At CU Boulder, failures are seen as opportunities for learning and growth. <a href="#">[Quality/Innovation]</a>	50.6%	-9.8% 	3.7%	-0.2%

# Key Drivers of Faculty Engagement

Key Driver Item—in order of <i>influence</i> (defined by $\beta$ weight) on faculty engagement	2020 % Fav.	Fav. Diff. from 2017	2020 % Top Box	Top Box Diff. from 2017
I feel I can accomplish my career objectives at CU Boulder. <a href="#">[Growth]</a>	75.6%	-4.1% 	16.3%	+1.8%
I feel as though my contributions are valued by my school/college/institute. <a href="#">[Recognition]</a>	73.4%	-3.7% 	16.9%	+1.7%
I trust other faculty members in my academic unit. <a href="#">[Department Collaboration]</a>	82.8%	-3.1% 	27.1%	+2.8%
CU Boulder does a good job of retaining its most talented faculty members. <a href="#">[Quality/Innovation]</a>	57.2%	-3.7% 	6.7%	+1.6%
Faculty in my academic unit treat each other with respect. <a href="#">[Department Collaboration]</a>	84.0%	-2.8% 	29.1%	-0.1%
Faculty members are encouraged to take risks in their research and/or teaching. <a href="#">[Quality/Innovation]</a>	67.1%	-1.3%	6.9%	+0.1%
CU Boulder rewards its faculty members for excellence in research. <a href="#">[Recognition]</a>	75.1%	-2.7%	15.2%	+2.5%

# Prioritizing Your Opportunities

**1** Key information sharing and follow-up; having voice, awareness, access



**The executive leadership communicates effectively with faculty members.**

[Executive Leadership]



The executive leadership is accessible to faculty members. [Executive Leadership]



The executive leadership is responsive to feedback from the faculty. [Executive Leadership]



The executive leadership shares the reasons why key decisions are made with faculty. [Executive Leadership]







Key Priority for CU-Boulder




# Prioritizing Your Opportunities

**2** Career growth; recognized, encouraged, seeing CU-B as a career destination



 <b><u>I feel I can accomplish my career objectives at CU Boulder.</u></b> [Growth]			
CU Boulder rewards its faculty members for excellence in research. [Recognition]	●	●	
CU Boulder rewards its faculty members for excellence in service. [Recognition]	●	●	●
I feel as though my contributions are valued by my school/college/institute. [Recognition]	●	●	●
At CU Boulder, failures are seen as opportunities for learning and growth. [Quality/Innovation]	●	●	●
Faculty members are encouraged to take risks in their research and/or teaching. [Quality/Innovation]	●	●	●
CU Boulder does a good job of retaining its most talented faculty members. [Quality/Innovation]	●	●	●

 Key Priority for CU-Boulder

# Action Planning

# Action Planning

## Department-Specific Feedback Approach



### EXECUTIVE FEEDBACK SUMMARY

On-site Review of Scores, Normative Comparisons, Key Drivers, Advanced Analytics, Comments, Action Items (Systemic), Strategies, Goals



### MANAGER FEEDBACK & TRAINING SESSION

On-site Review of Scores, Normative Comparisons, Key Drivers, Advanced Analytics, Action Items (Systemic & Local), Goals, Action Planning, Expectations, KnowledgeNow



### MANAGER FEEDBACK & TRAINING WEBINAR

Webinar Review of Scores, Normative Comparisons, Key Drivers, Advanced Analytics, Action Items (Systemic & Local), Goals, Action Planning, Expectations, KnowledgeNow



### KNOWLEDGE NOW WEBINAR(S)

KnowledgeNow Training on Reporting and Action Planning

# Action Planning Model & Timeline

	TIMELINE	SENIOR LEADERSHIP	MANAGERS
<b>COMMUNICATE</b>	<b>15 – 30 Days</b>	<ul style="list-style-type: none"> <li>• Communicate survey results</li> <li>• Verify next steps in the action planning process</li> <li>• Set expectations, accountability, and timeline</li> </ul>	<ul style="list-style-type: none"> <li>• Thank team for participation</li> <li>• Share the action planning process will begin soon</li> <li>• Set expectations, accountability, and timeline</li> </ul>
<b>DEVELOP</b>	<b>30 – 60 Days</b>	<ul style="list-style-type: none"> <li>• Meet to review organizational results</li> <li>• Focus on identified strengths and key drivers for improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Review the organizational and team results</li> <li>• Meet with team to review results &amp; select key priorities</li> <li>• Develop action plans</li> </ul>
<b>IMPLEMENT</b>	<b>60 – 90 Days</b>	<ul style="list-style-type: none"> <li>• Establish ownership and timeline</li> <li>• Track and monitor progress</li> <li>• Communicate updates regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Establish ownership and timeline for each action item</li> <li>• Track and monitor progress</li> <li>• Communicate updates regularly</li> </ul>
<b>MEASURE</b>	<b>12 – 18 Months</b>	<ul style="list-style-type: none"> <li>• Conduct the next survey; i.e. pulse survey and/or full-census Staff engagement survey</li> </ul>	<ul style="list-style-type: none"> <li>• Understand and communicate the timeframe of the next survey</li> </ul>

## TOP-DOWN ACTION PLANNING APPROACH

- Select 2 areas of greatest organizational impact
- Demonstrates leadership's commitment to taking steps and build engagement
- Ensures consistency in areas of focus and implementation
- Enables action planning strategies to be communicated consistently



## FOUNDATIONAL ACTION PLANNING APPROACH

- Select 1 local level impact as a team
- Offer the opportunity to adopt unique local themes and involve Staff in process
- Raise engagement by addressing local needs
- Illuminates the need for managers to enrich current initiatives or create new ones



### REPORTING

View detailed reports of the survey results by department, facility, or demographic. Compare against past surveys and normative data. Identify key drivers of engagement. Ability to drill into survey results using our interactive data tool

### TOOLS & RESOURCES

Additional system tools and administrative functions, which includes participation rates



### ACTION PLANNING

Users can select items to work on, set goals and targeted timelines for achieving these goals, draft, refine and finalize detailed action plans, and denote who is accountable for specific action planning activities

### VAULT

Download survey related documents or static reports

KNOWLEDGE NOW DEMO