

# Campus Climate Survey

Preliminary Results from the Spring 2018 CSU, Chico Campus Climate Surveys

Prepared by the Campus Climate Survey Working Group (CCSWG)

October, 2018

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# Survey Background

Our campus began the process of assessing our collective climate in May of 2014, when a brief Campus Climate Questionnaire was administered. The results of the questionnaire suggested that a more detailed climate survey was warranted.

In the spring of 2015 the campus community completed the first Campus Climate Survey, with a second occurring in the spring of 2016. The results of those surveys can be found [here](#).

Campus employees took the most recent Campus Climate Survey this past spring, and this report details the results of that survey.

# Survey Details

- The surveys were open from April 20 to May 11, 2018.
- The two surveys collected **633** completed responses.
  - Staff & administrators consisted of **65.7%** of the respondents, and faculty consisted of **34.3%** of the responses.
- The staff & administrator survey consisted of **416** completed responses.
- The faculty survey consisted of **217** completed responses.
- During the period of survey administration, CSU, Chico employed **1,007** staff & administrators and **1,042** faculty, for a total of **2,049**.
  - The response rate for the survey was **30.9%**.
- The survey instruments (one for faculty, one for staff & administrators) can be found [here](#).

# Methodological Notes

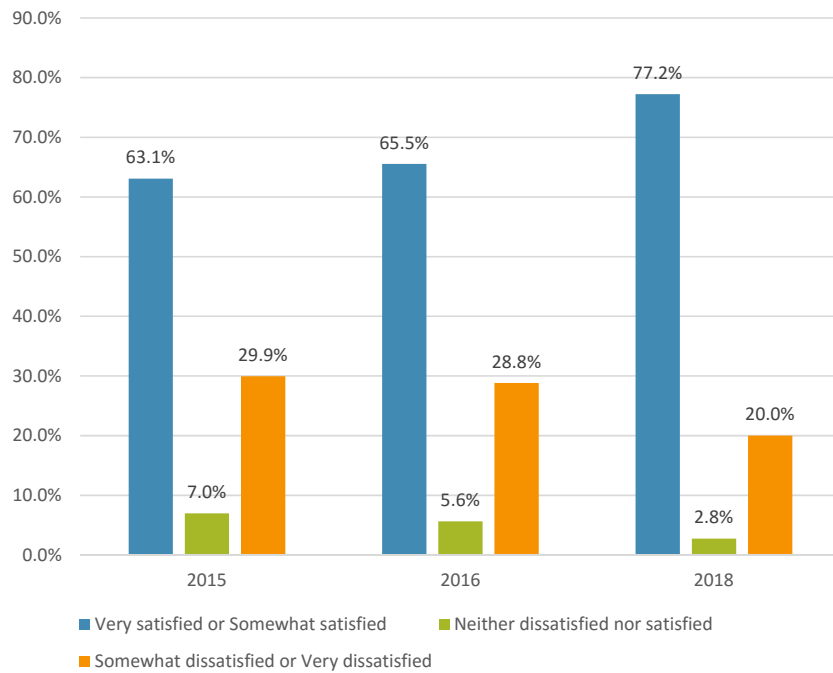
- In many instances, this report presents results from the 2015, 2016, and 2018 climate surveys, allowing the reader to compare change from year to year.
- We used cross tabulations (in SPSS v.25), and computed chi-square values for each cross tab, but did not report them here. Further details on statistically significant differences are available from the Campus Climate Survey Working Group (CCSWG).

# Section One

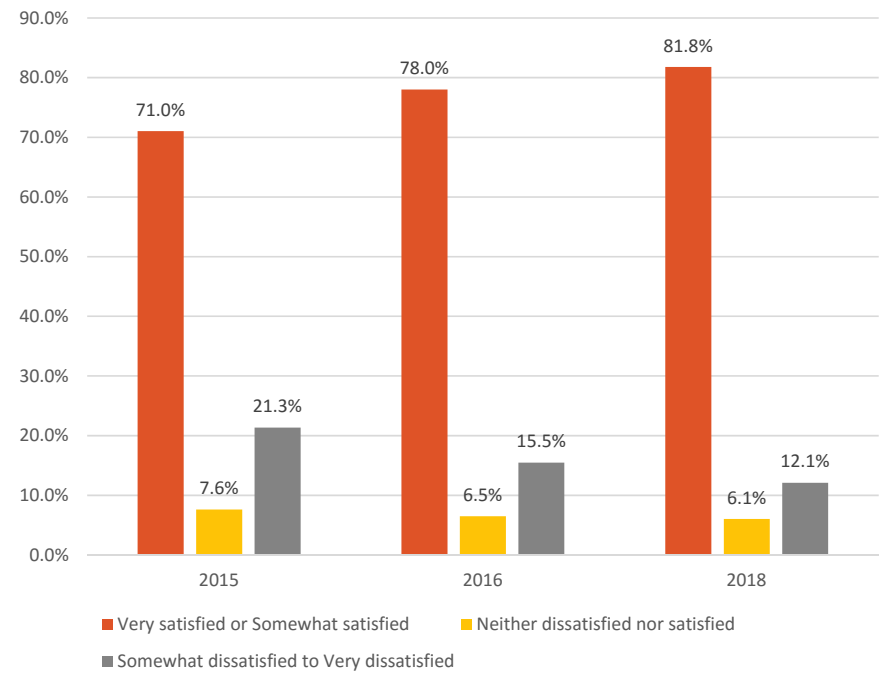
Job Satisfaction

# Overall, how satisfied are you working at CSU, Chico?

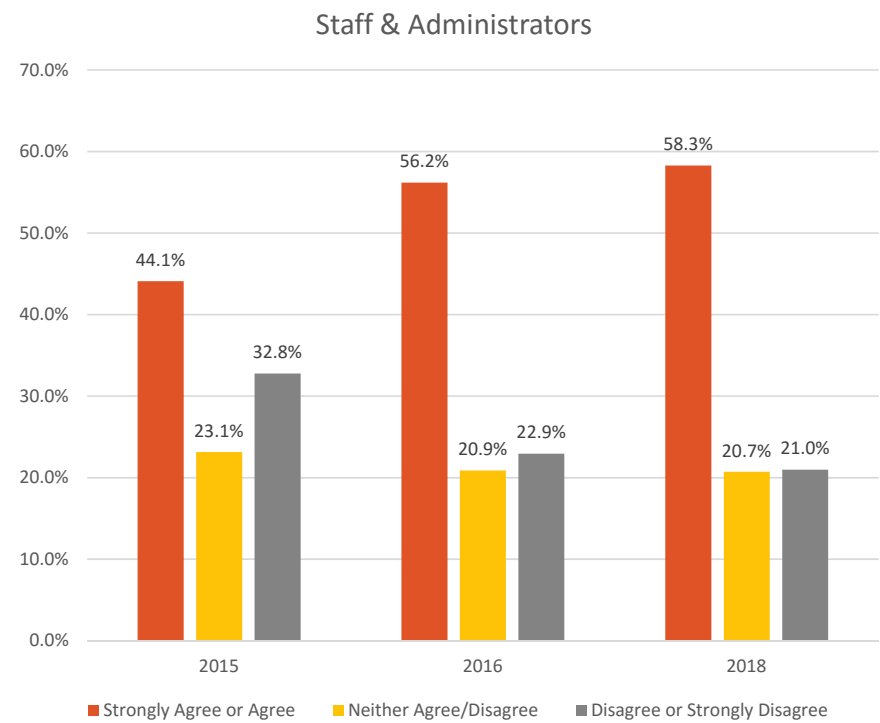
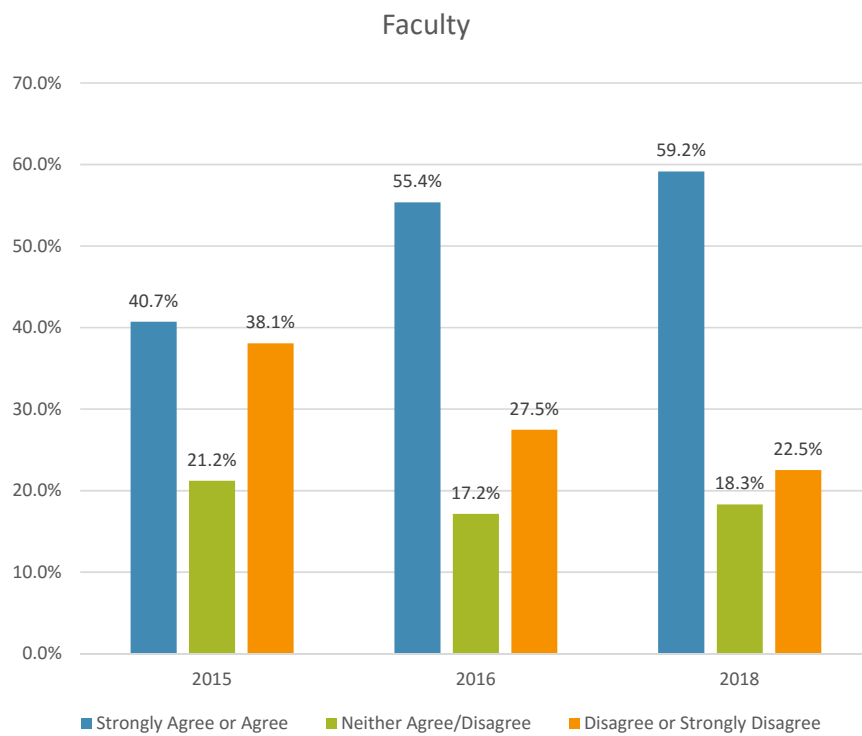
## Faculty



## Staff & Administrators

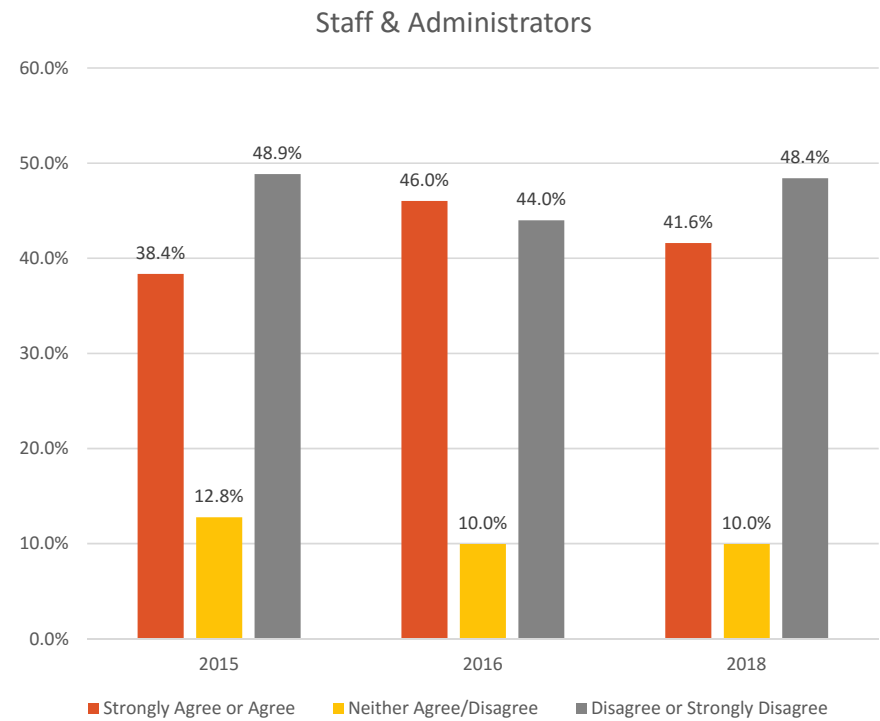
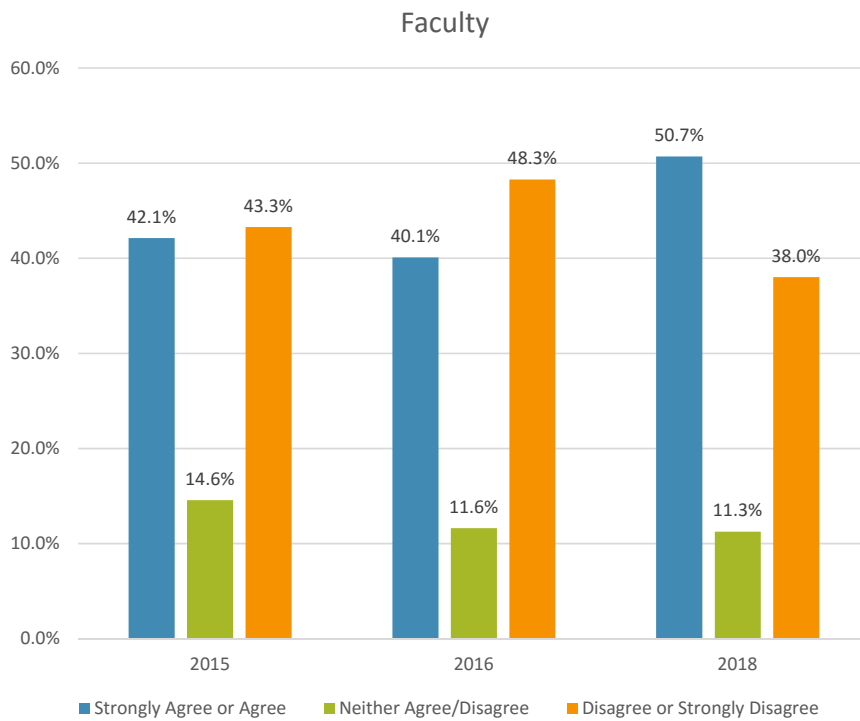


# I am optimistic about the future of my career at CSU, Chico.

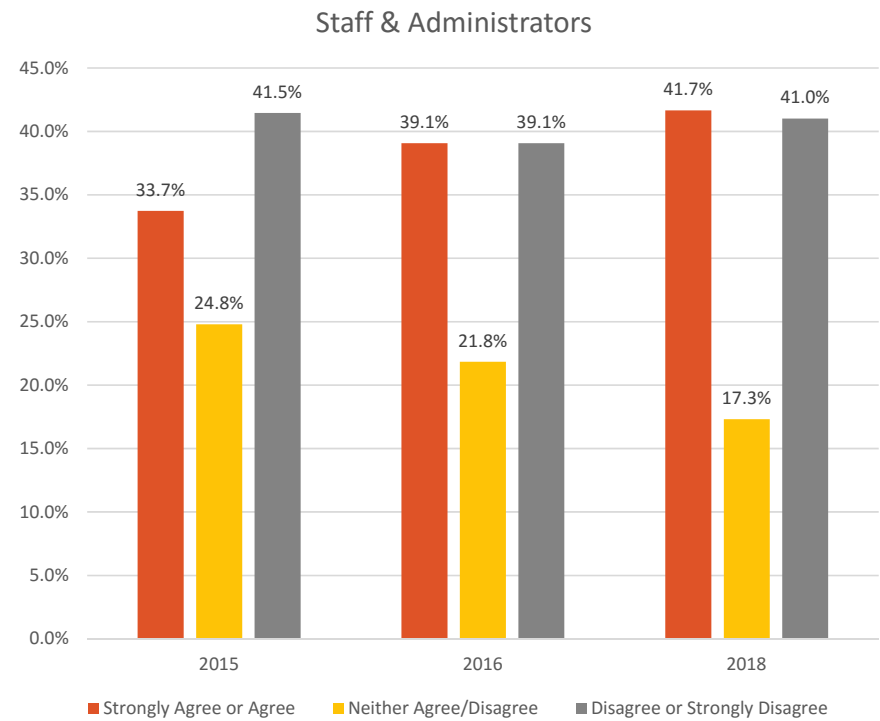
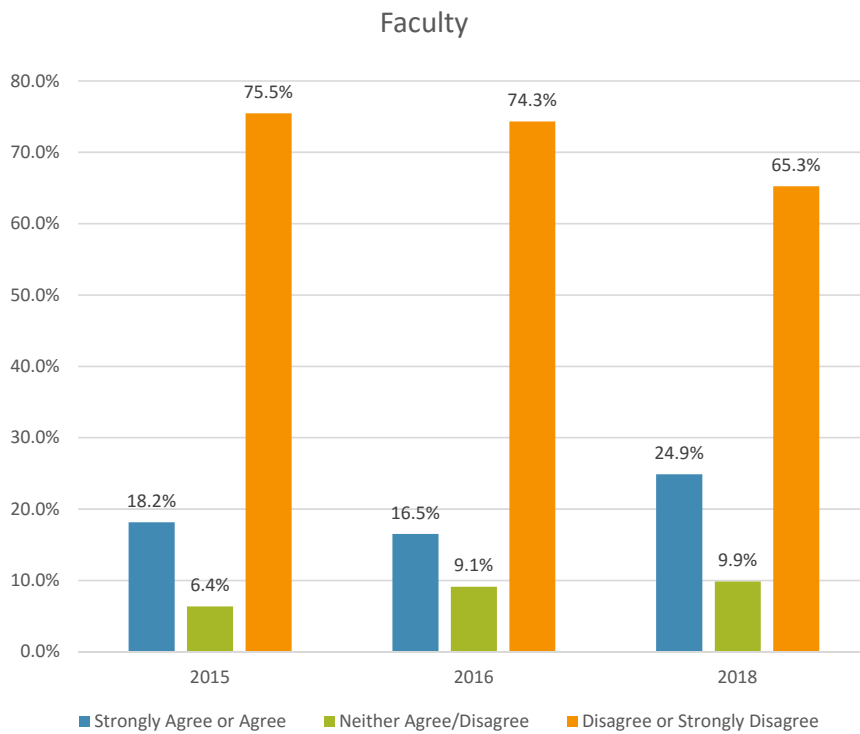




# My department/unit has adequate staff.

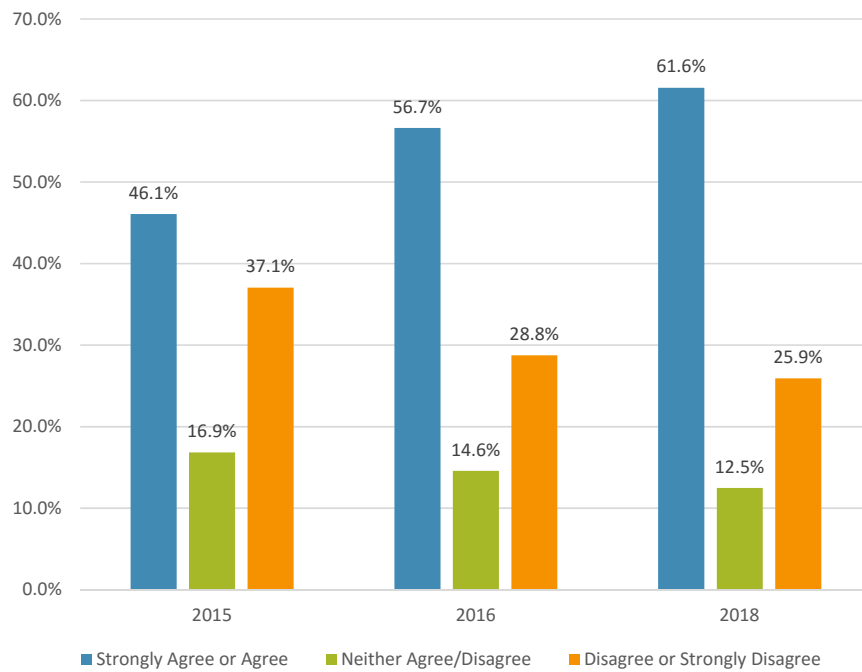


# My department/unit has adequate faculty.

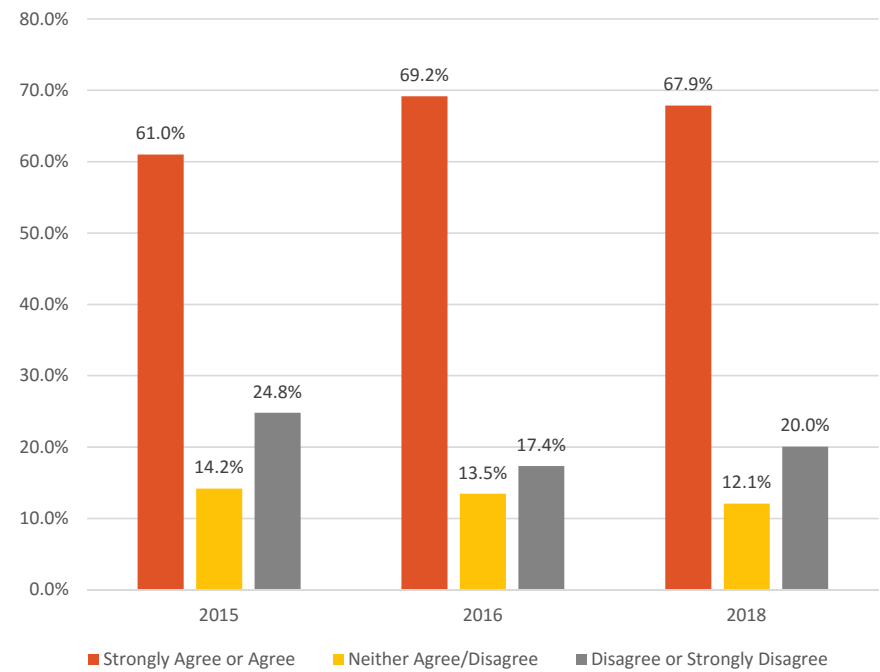


# I feel part of an effective team.

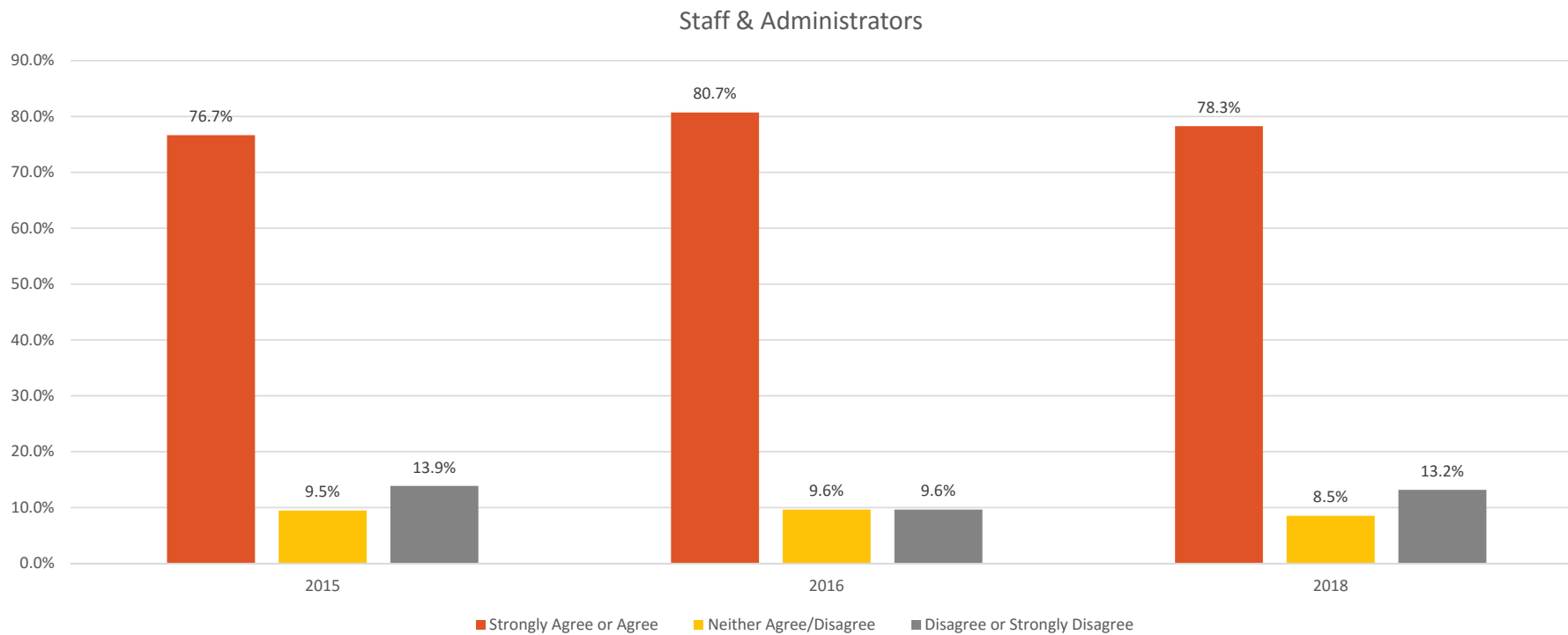
### Faculty



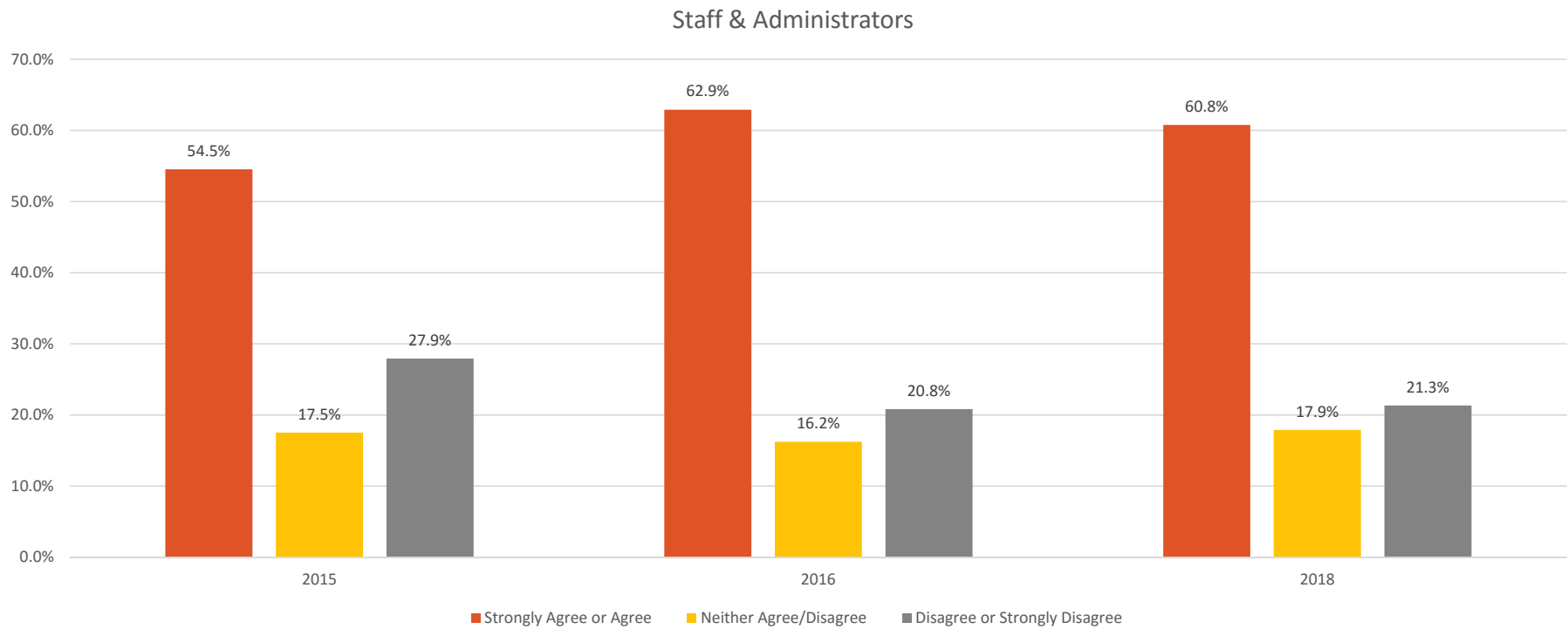
### Staff & Administrators



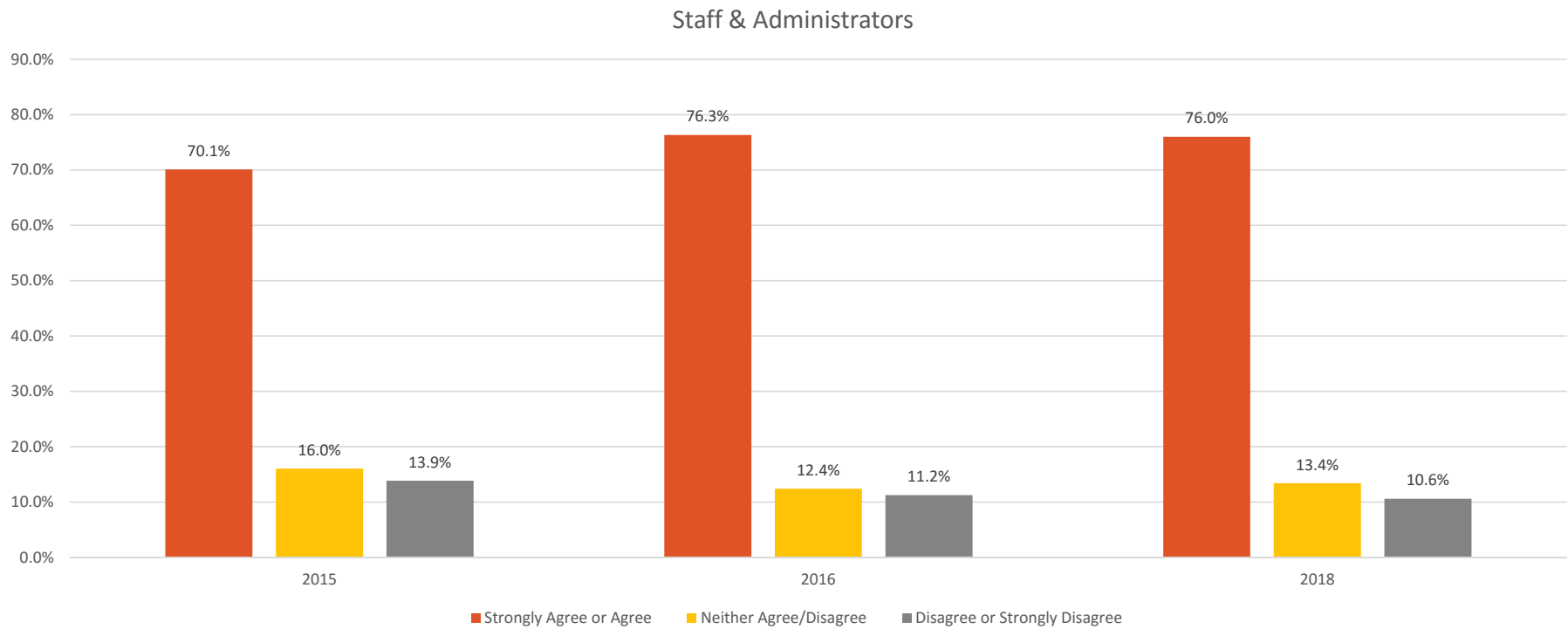
## Staff & Administrators Only: My supervisor treats me with respect.



## Staff & Administrators Only: My supervisor handles conflict effectively.



*Staff & Administrators Only:* My supervisor is aware of, and adheres to, policies, procedures, and the collective bargaining agreement.



# Section Two

Comparison Across Levels

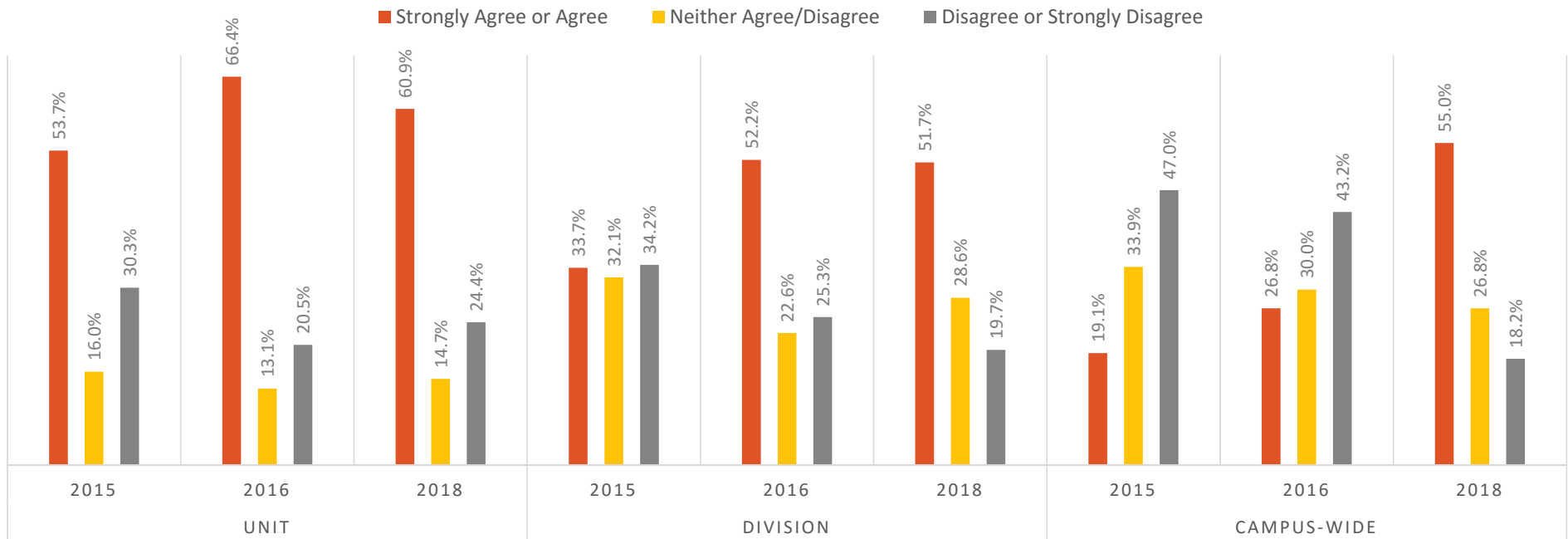
## A note on data presentation in this section:

- Each question in this section asked campus employees to respond to topics by three distinct university levels (department/unit, college/division, and campus-wide).
- The data is presented by comparing the 2015, 2016, and 2018 responses for each question set.



# Leadership has communicated a clear direction.

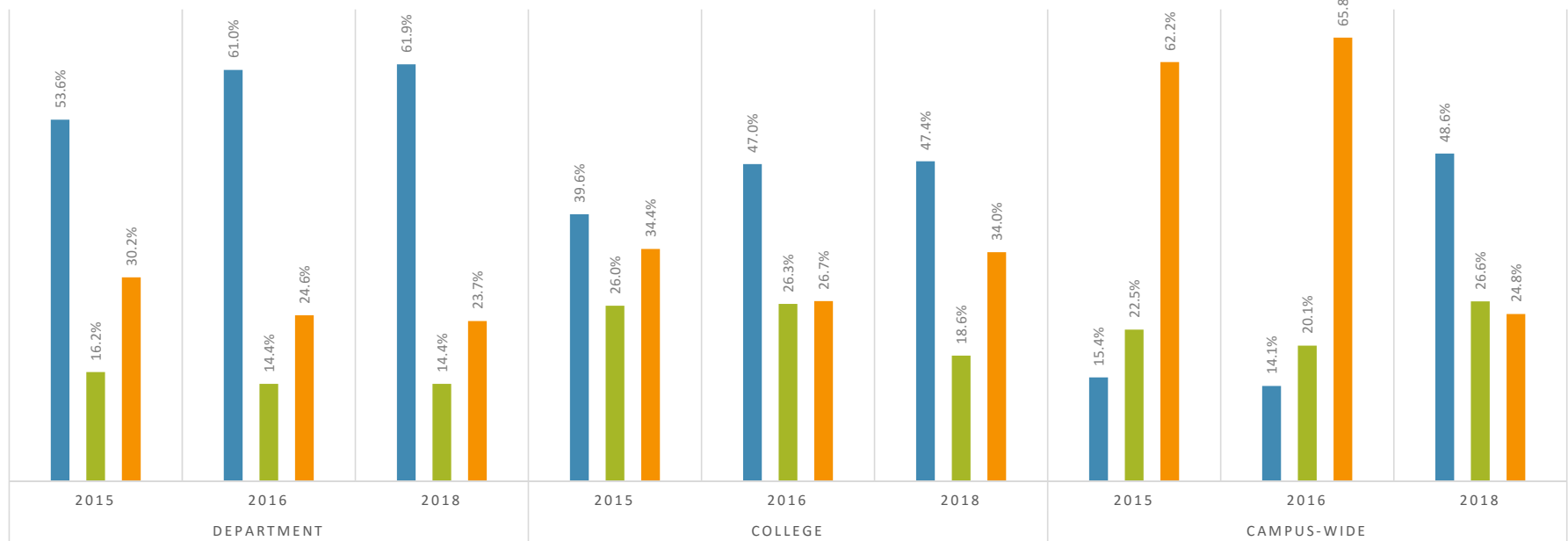
## STAFF & ADMINISTRATORS



# Leadership has communicated a clear direction.

## FACULTY

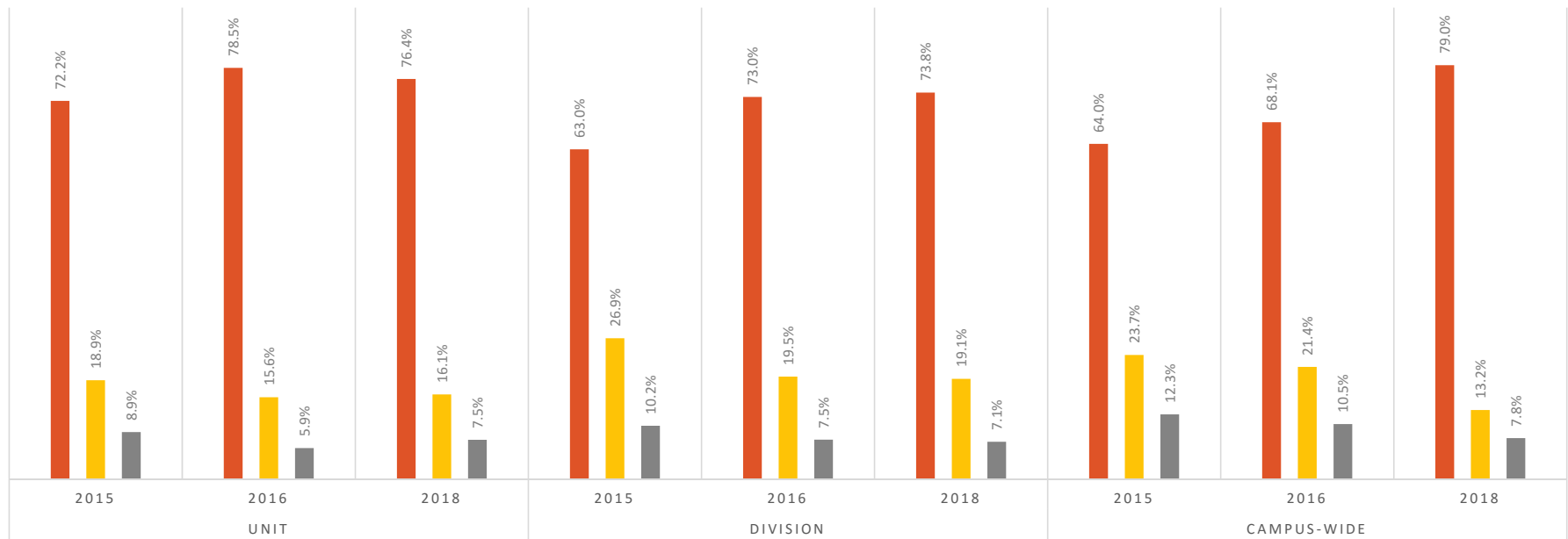
■ Strongly Agree or Agree   ■ Neither Agree/Disagree   ■ Disagree or Strongly Disagree



# I believe diversity is valued.

## STAFF & ADMINISTRATORS

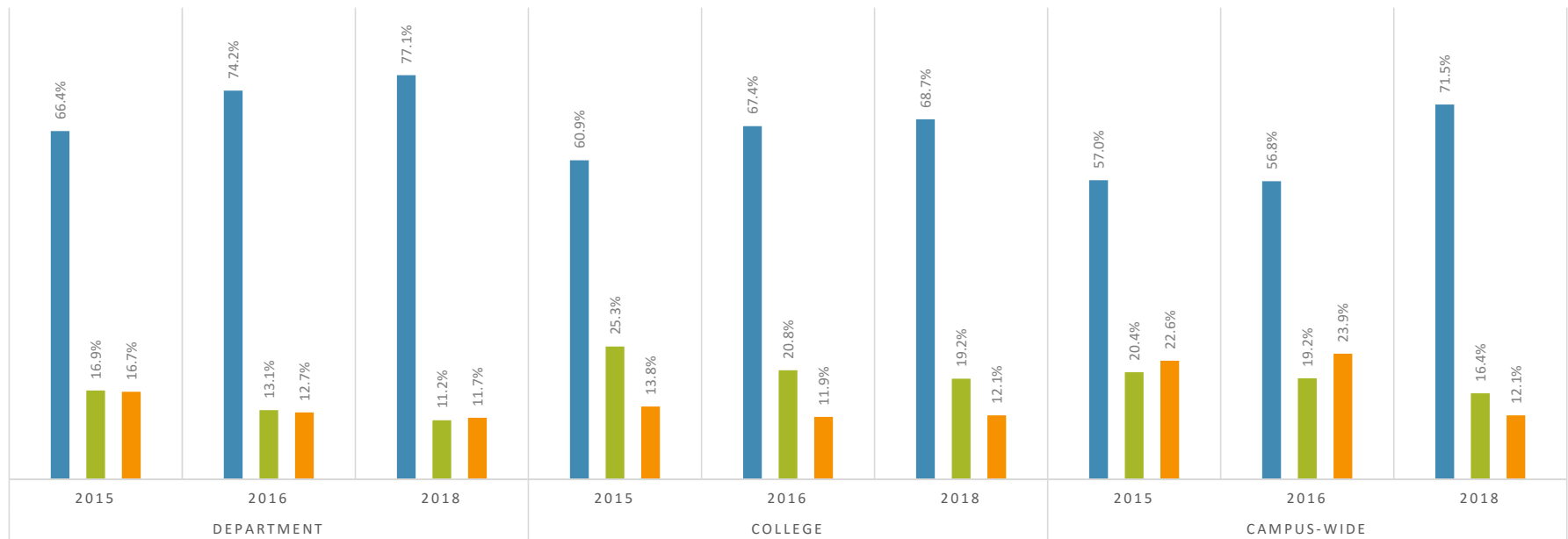
■ Strongly Agree or Agree    
 ■ Neither Agree/Disagree    
 ■ Disagree or Strongly Disagree



# I believe diversity is valued.

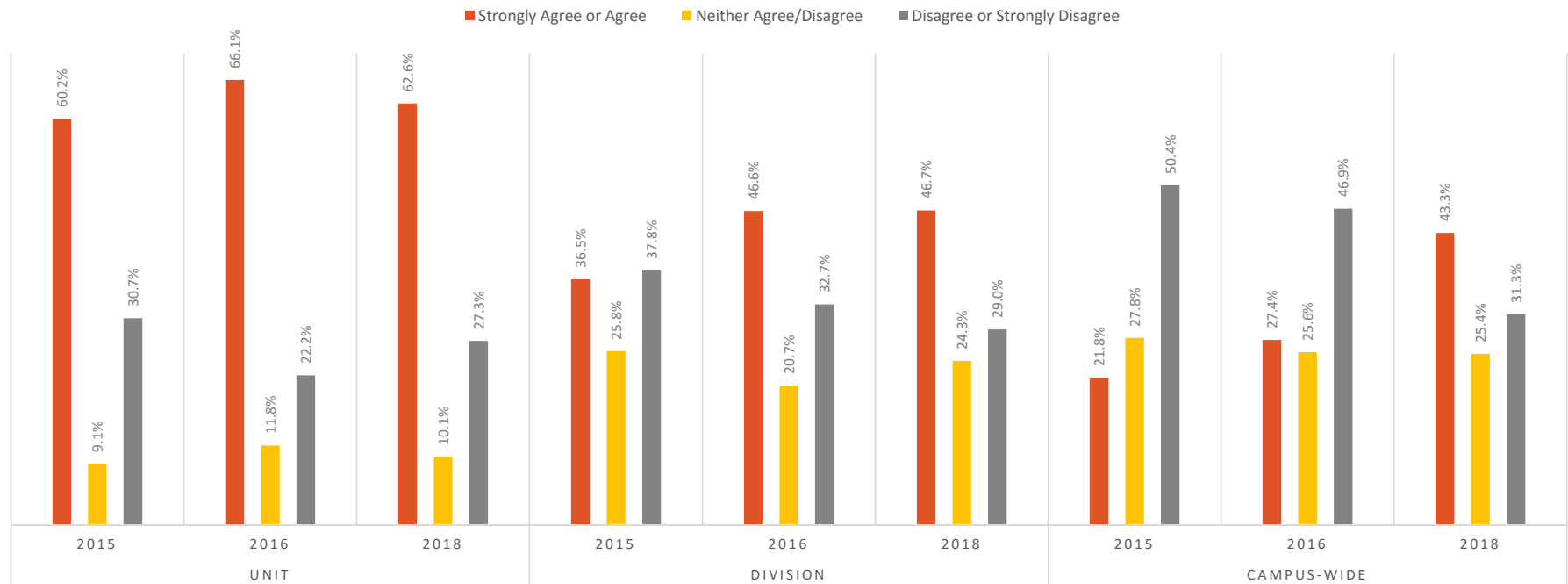
## FACULTY

■ Strongly Agree or Agree   ■ Neither Agree/Disagree   ■ Disagree or Strongly Disagree



# I feel safe expressing my opinion without fear of consequences or retribution.

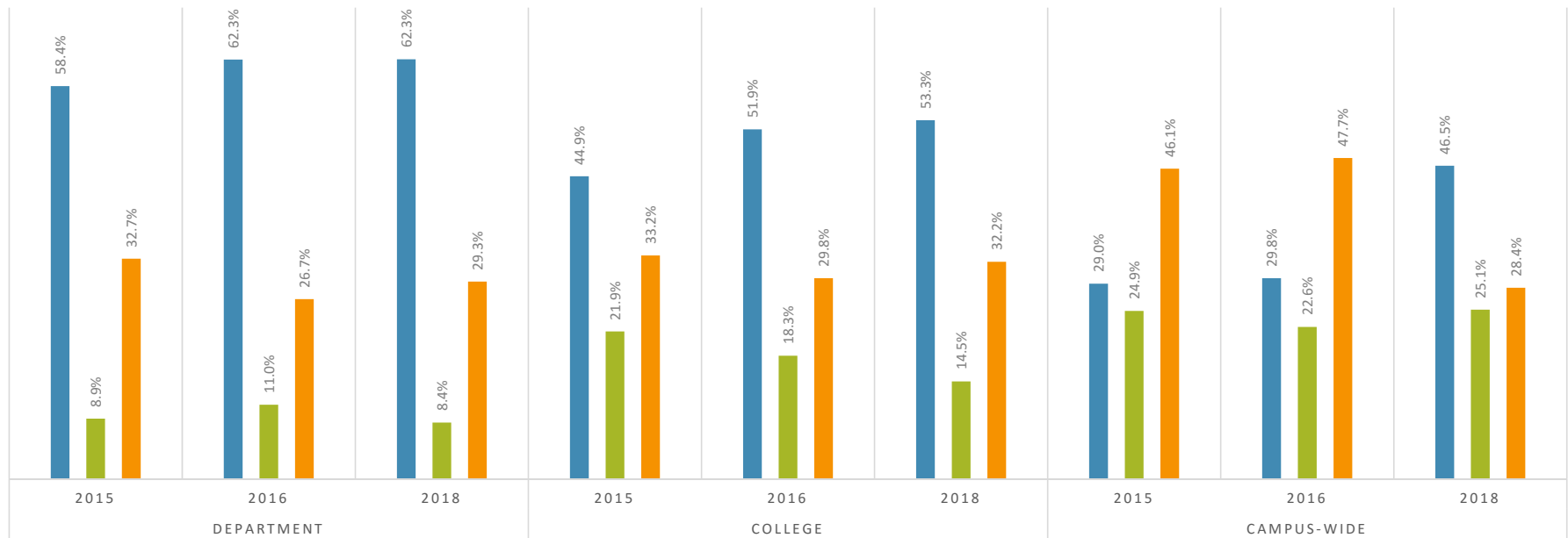
## STAFF & ADMINISTRATORS



# I feel safe expressing my opinion without fear of consequences or retribution.

## FACULTY

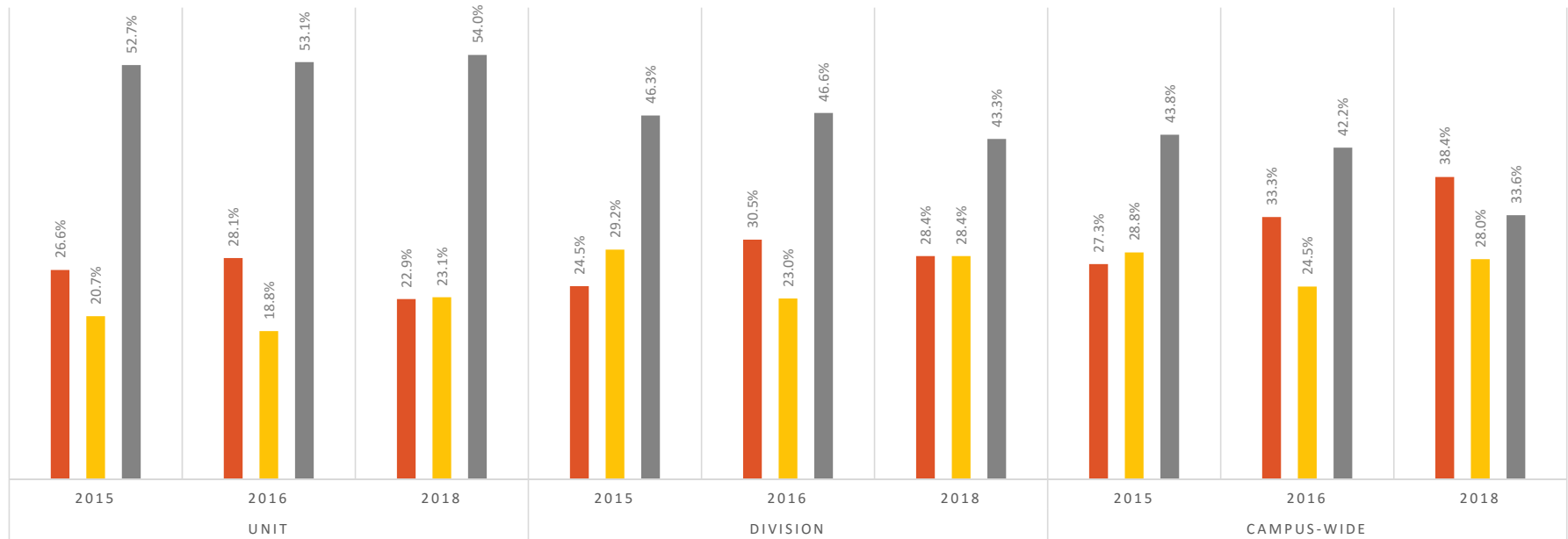
■ Strongly Agree or Agree   
 ■ Neither Agree/Disagree   
 ■ Disagree or Strongly Disagree



# There is opportunity for advancement at CSU, Chico.

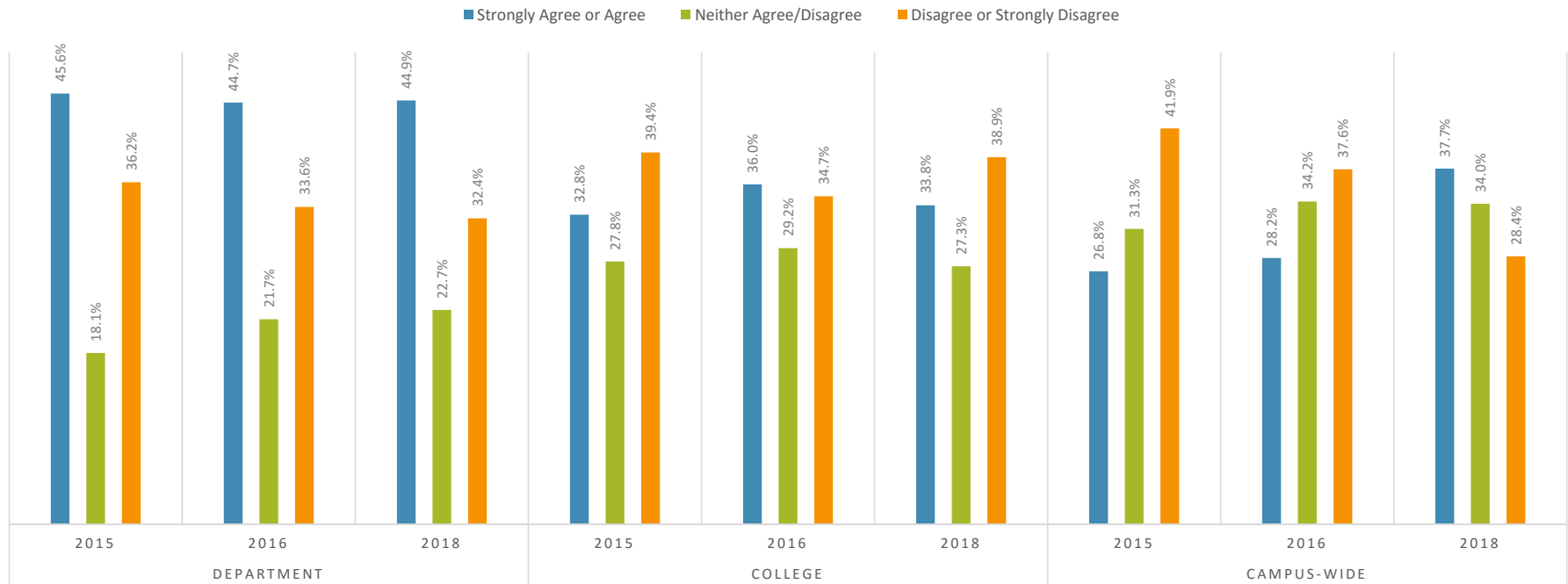
## STAFF & ADMINISTRATORS

■ Strongly Agree or Agree   
 ■ Neither Agree/Disagree   
 ■ Disagree or Strongly Disagree



# There is opportunity for advancement at CSU, Chico.

## FACULTY

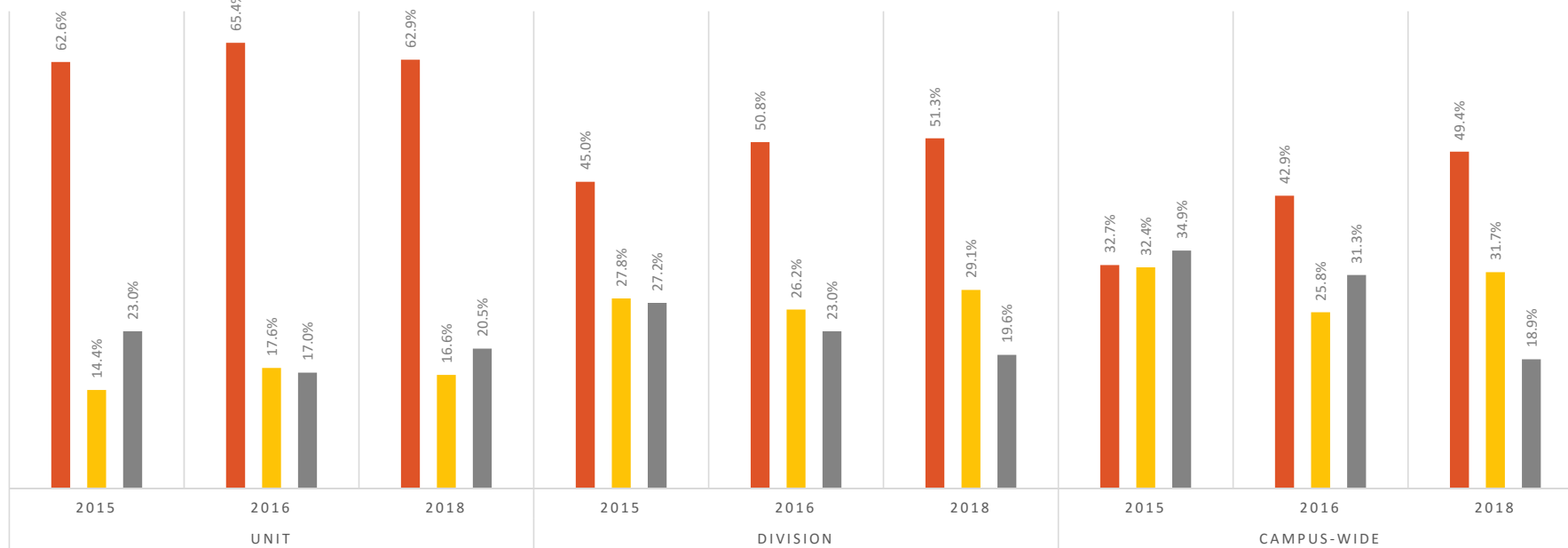




# New policies and procedures are communicated in a timely manner.

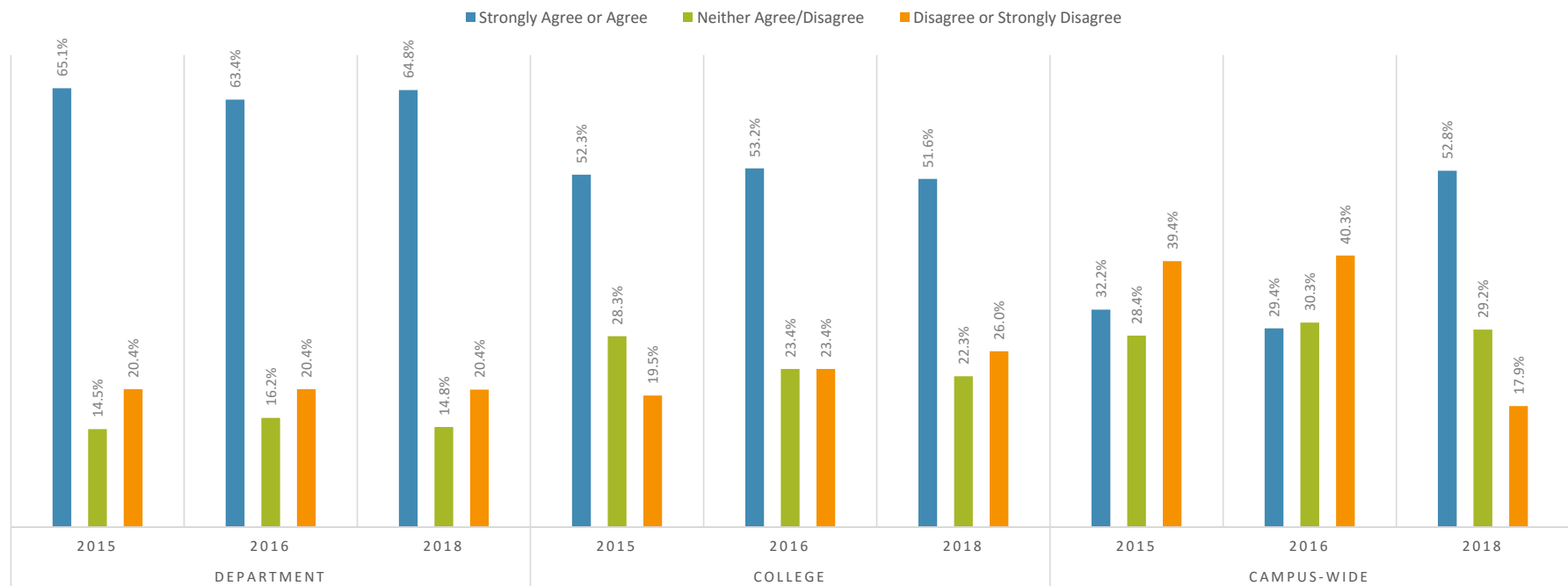
## STAFF & ADMINISTRATORS

■ Strongly Agree or Agree    
 ■ Neither Agree/Disagree    
 ■ Disagree or Strongly Disagree



# New policies and procedures are communicated in a timely manner.

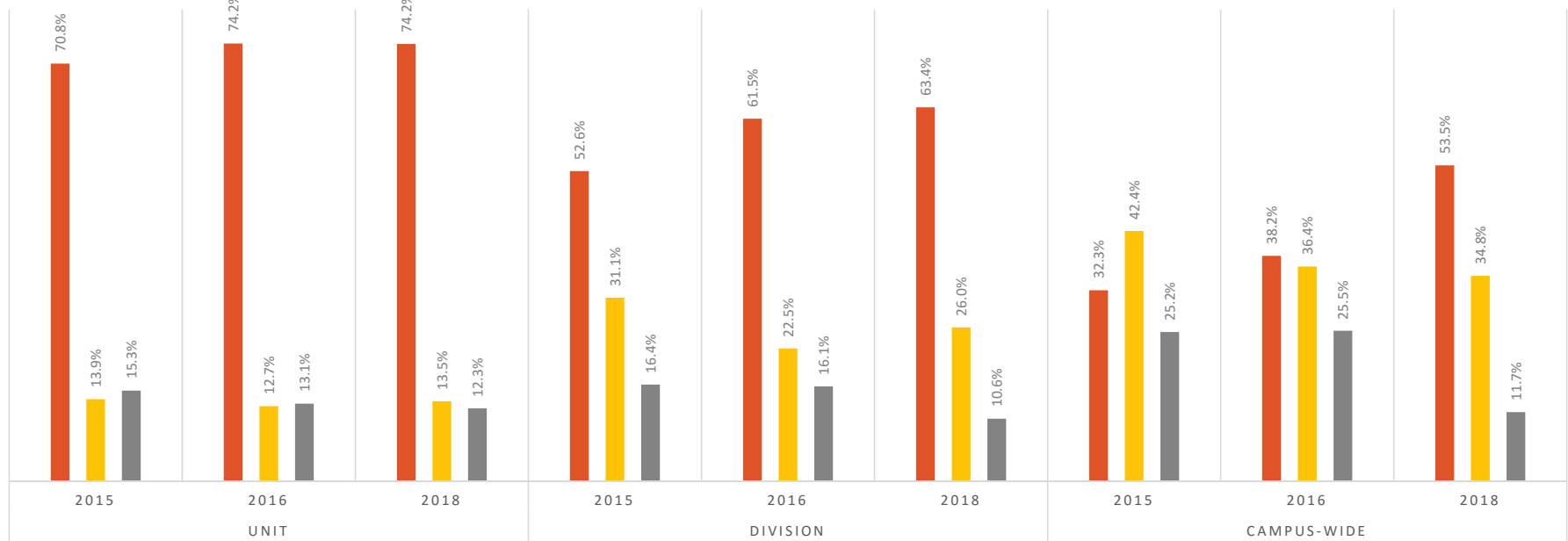
## FACULTY



# Policies and procedures are followed.

## STAFF & ADMINISTRATORS

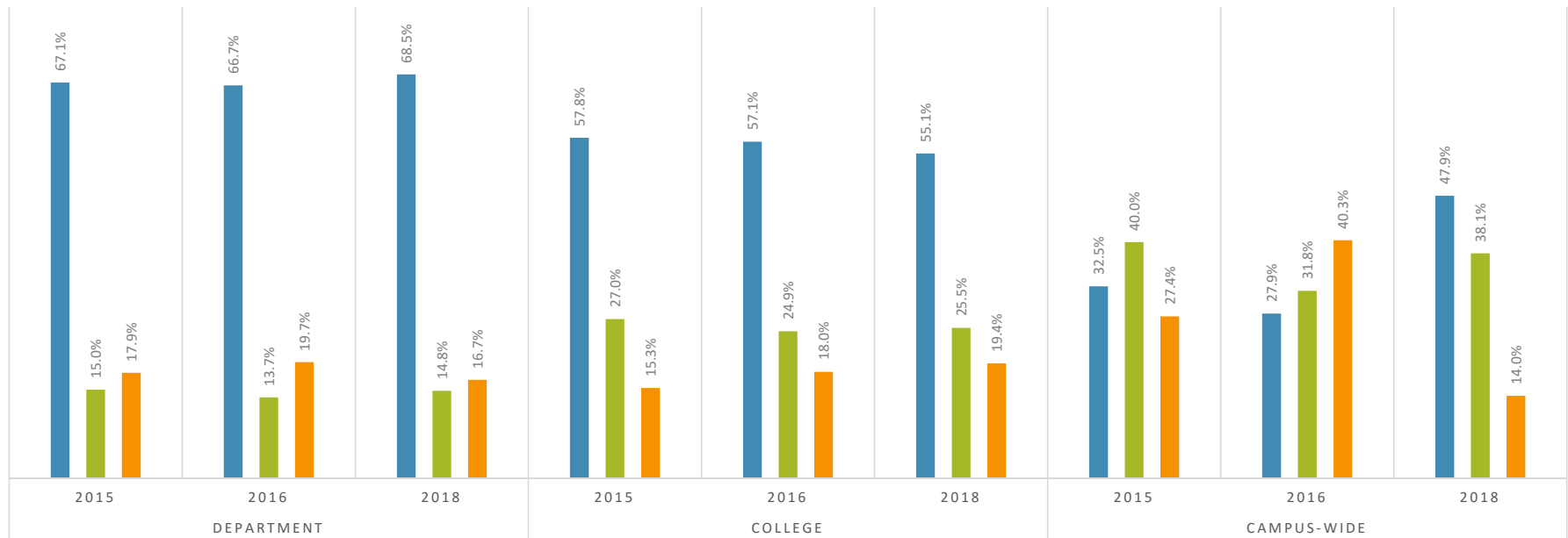
■ Strongly Agree or Agree    
 ■ Neither Agree/Disagree    
 ■ Disagree or Strongly Disagree



# Policies and procedures are followed.

## FACULTY

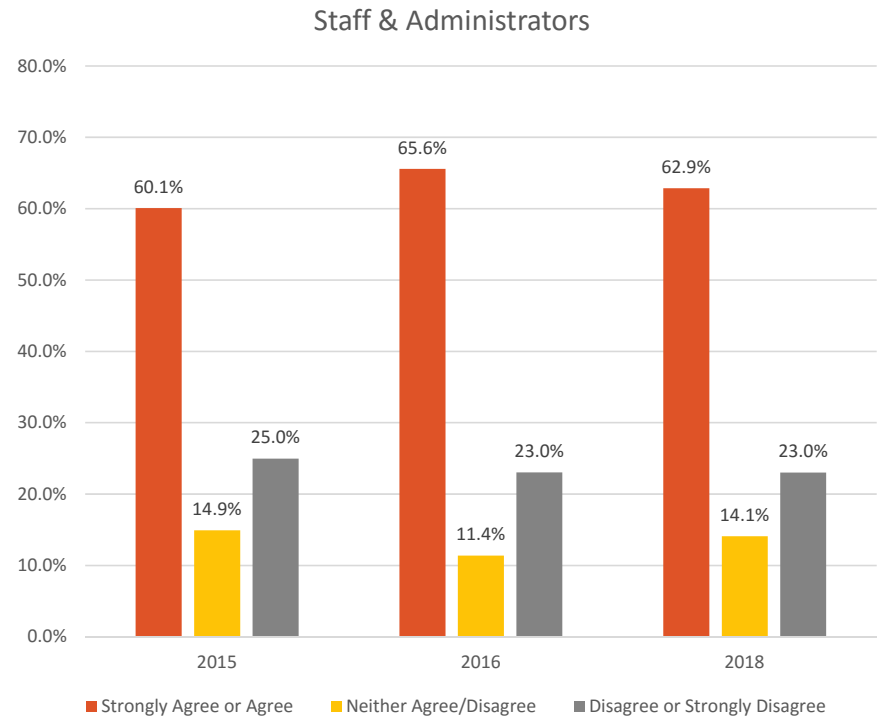
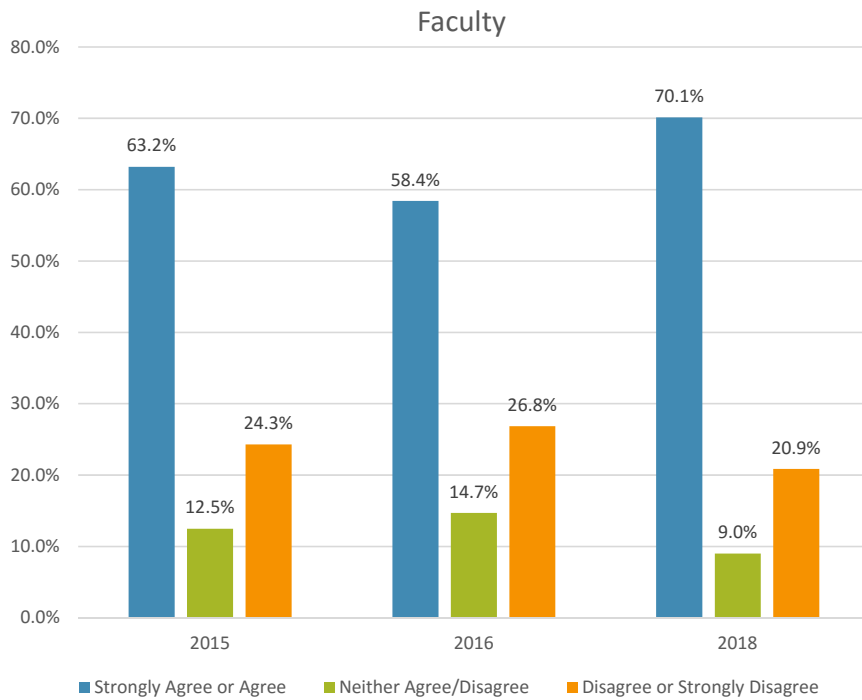
■ Strongly Agree or Agree   ■ Neither Agree/Disagree   ■ Disagree or Strongly Disagree



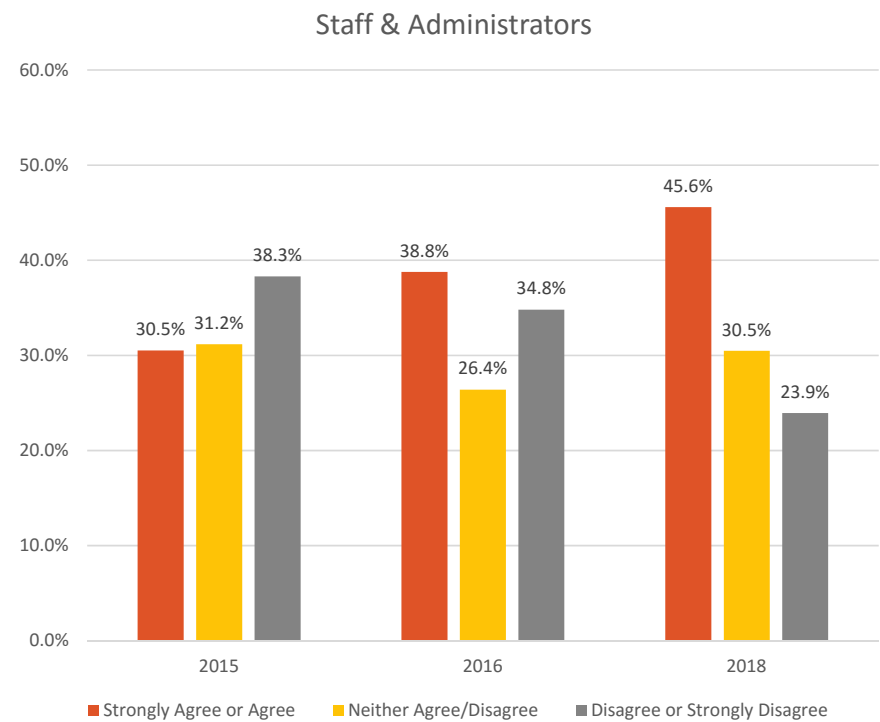
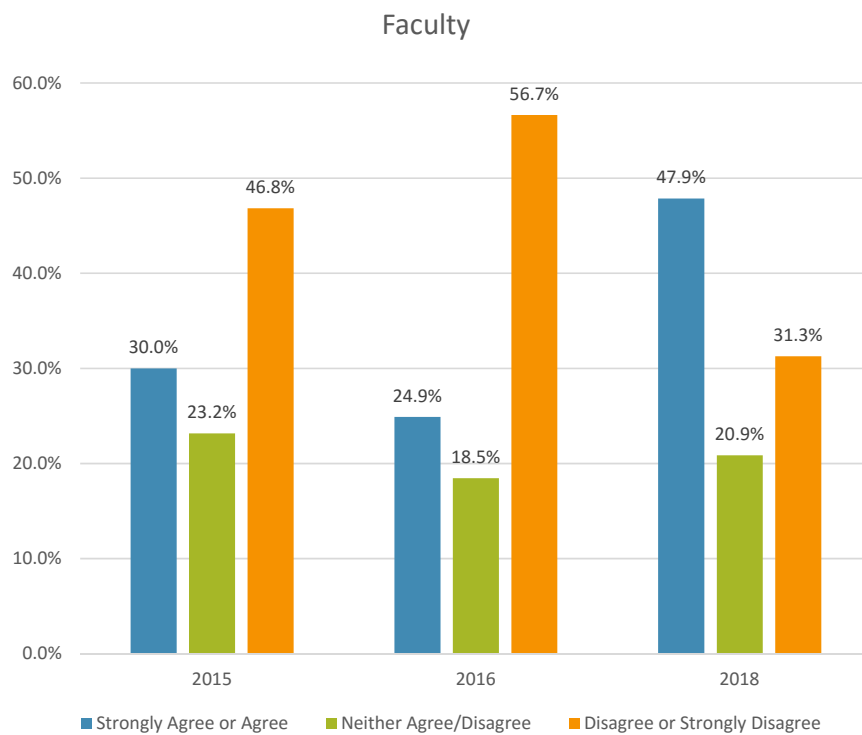
# Section Three

Job Growth and Development, Diversity, Fair Treatment, Resources

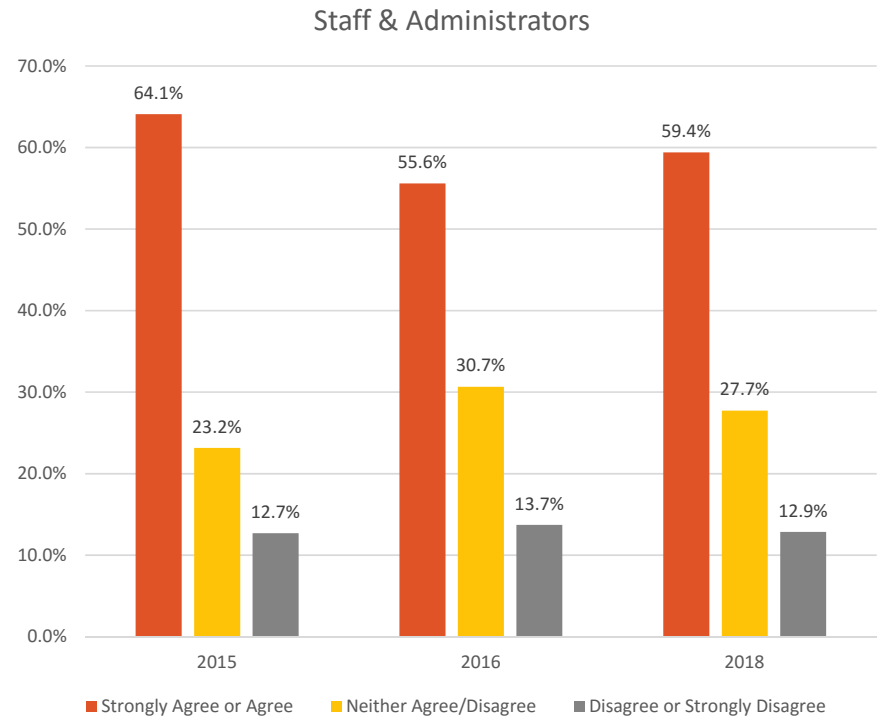
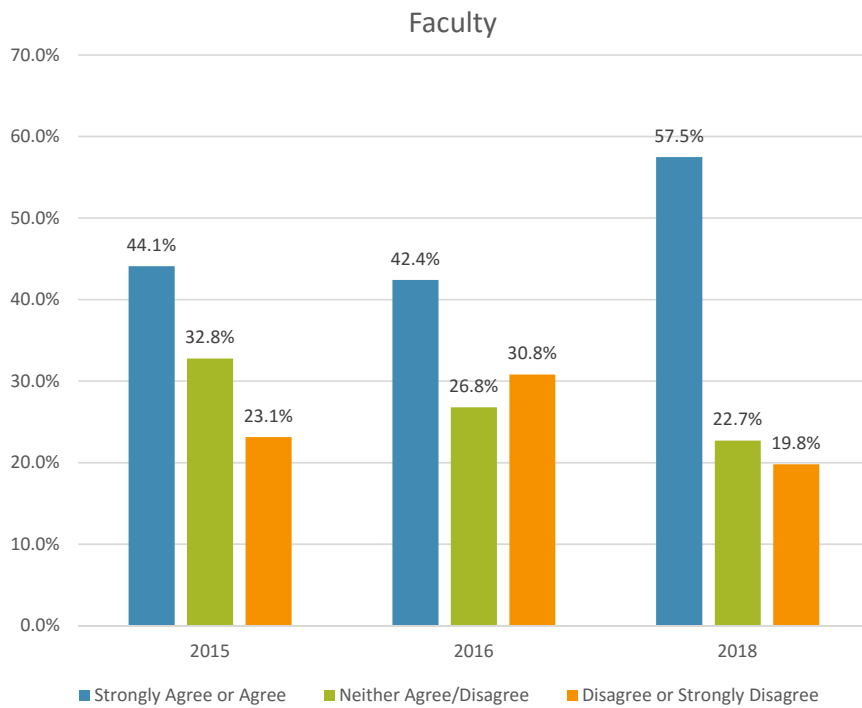
# I have been given growth and learning opportunities during the last year.



The faculty and staff, as a whole, have timely access to information necessary for faculty and staff to give input into decision-making.



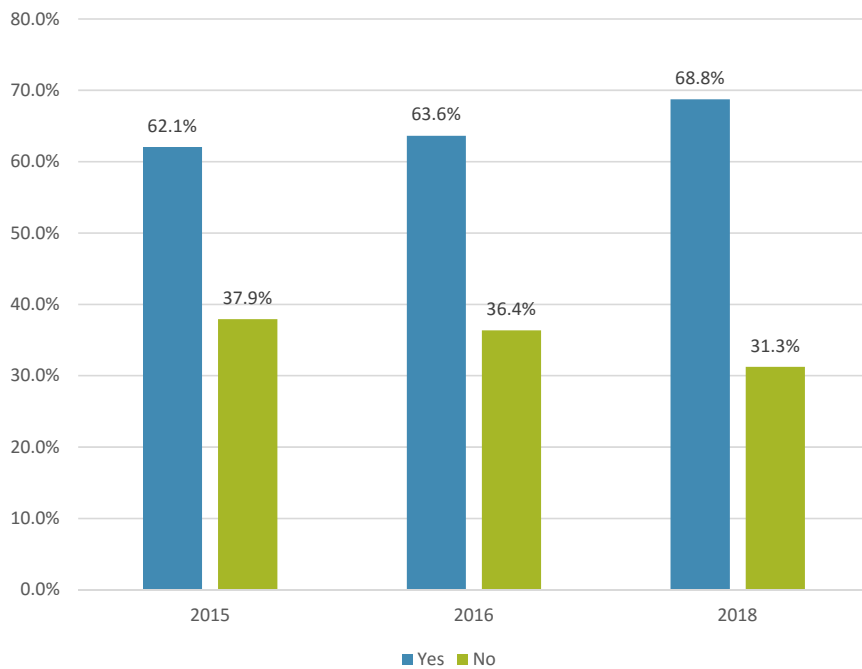
# I feel CSU, Chico is succeeding at prioritizing diversity issues.



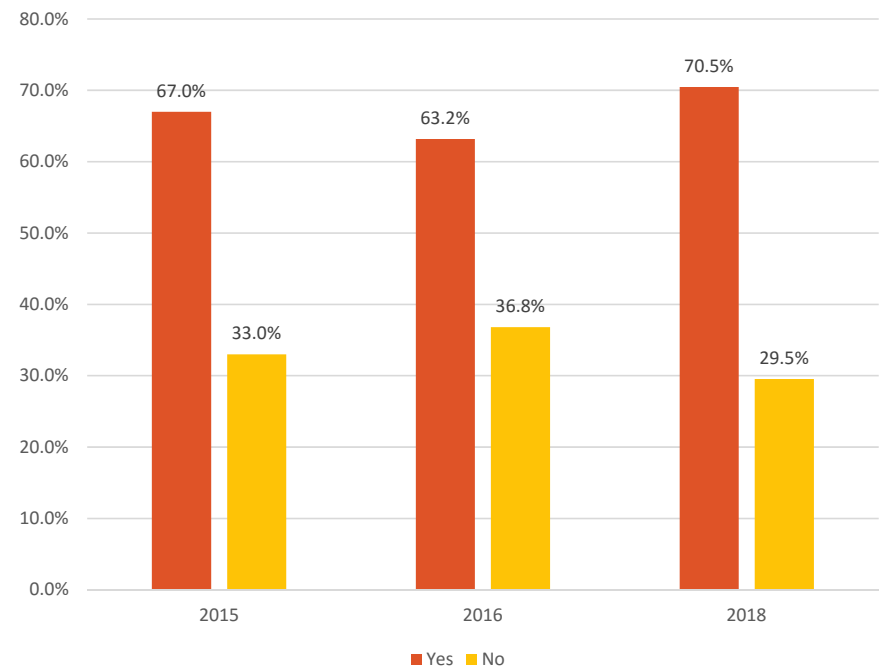


# During my employment at Chico State, I have received fair and equal treatment.

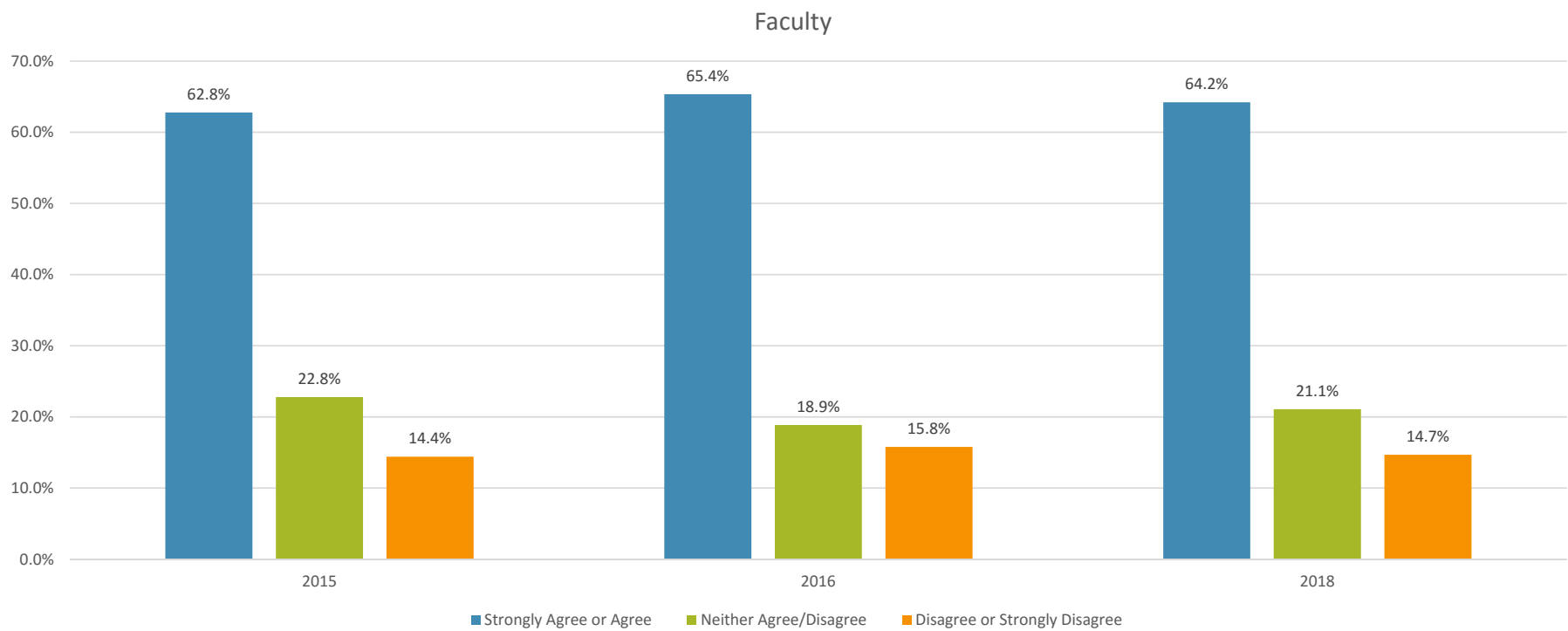
Faculty



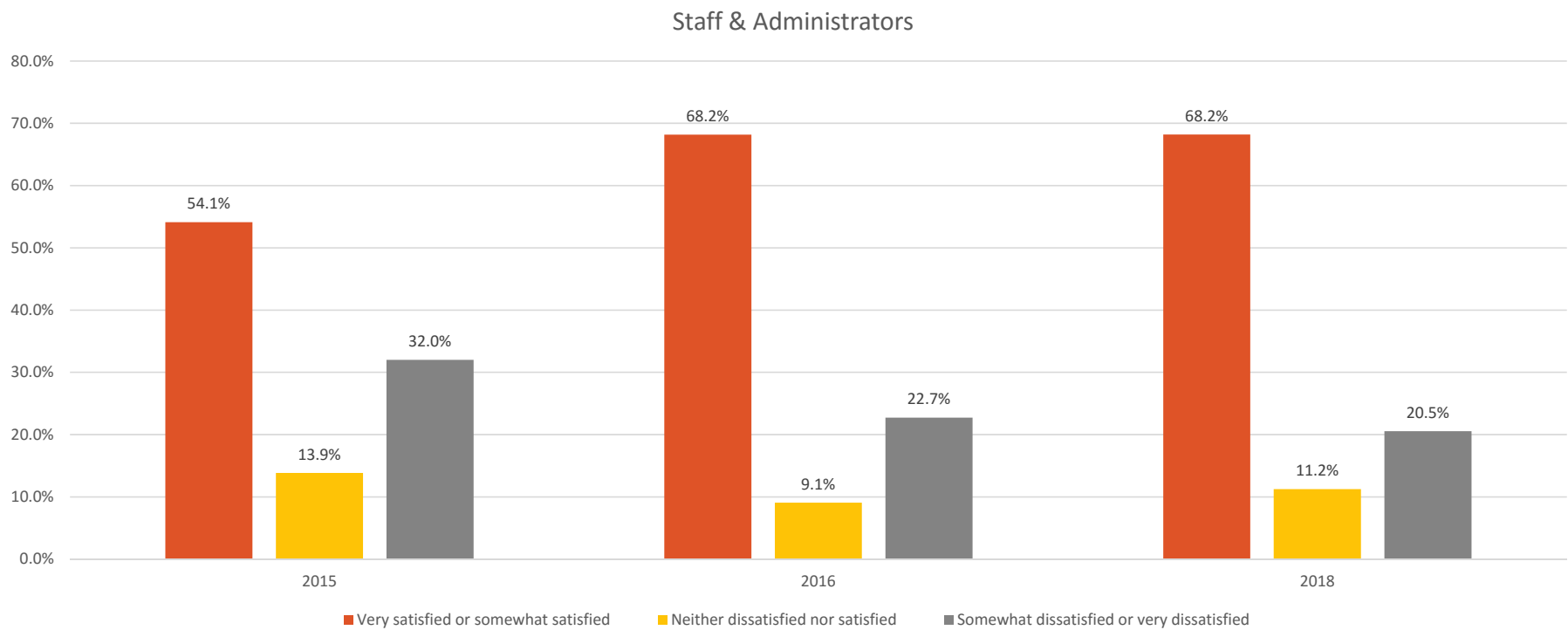
Staff & Administrators



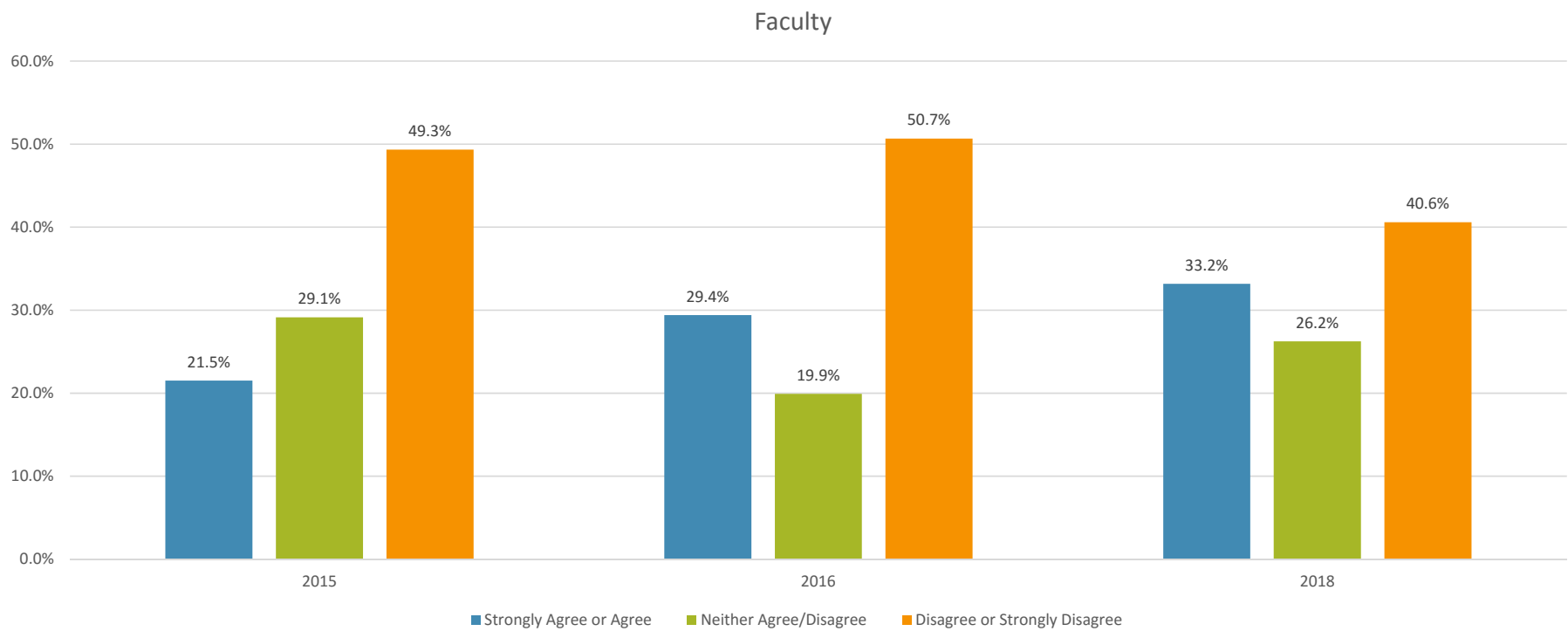
## Faculty Only: How satisfied are you with support for teaching, CELT, TLP?



## Staff & Administrators Only: How satisfied are you with the physical maintenance of facilities?



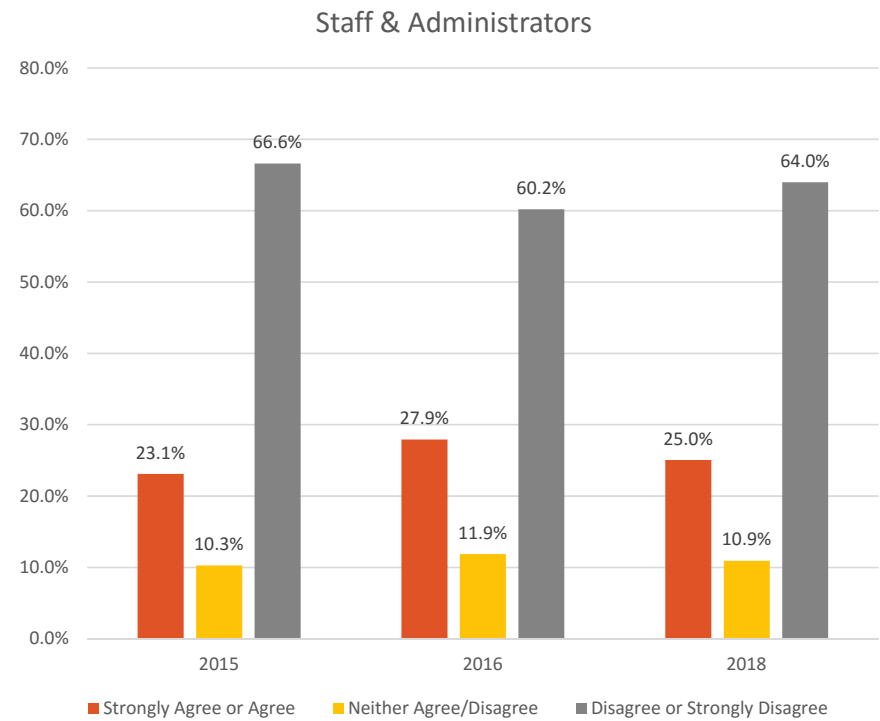
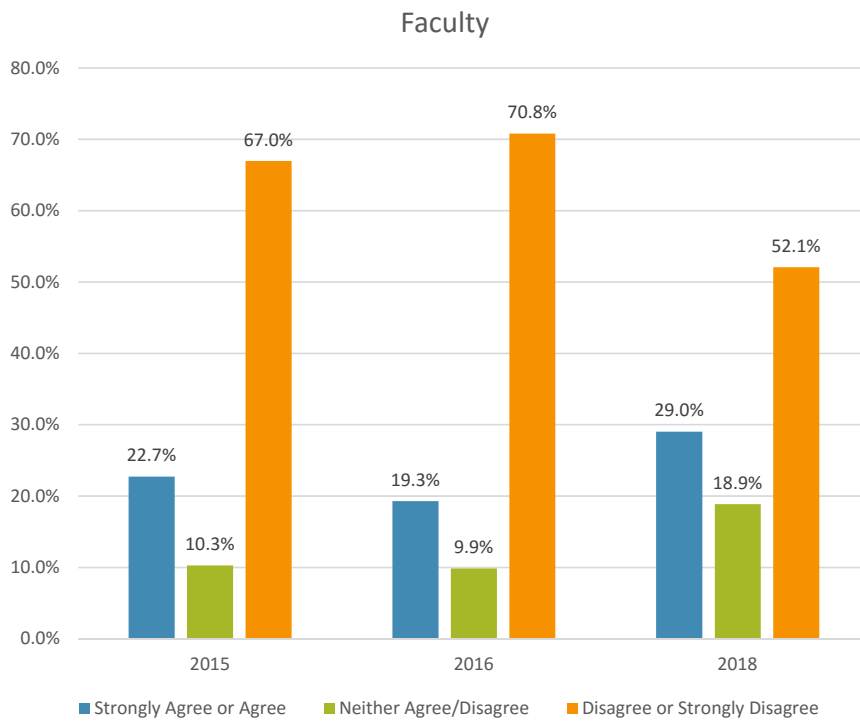
## Faculty Only: How satisfied are you with support for the teacher/scholar model?



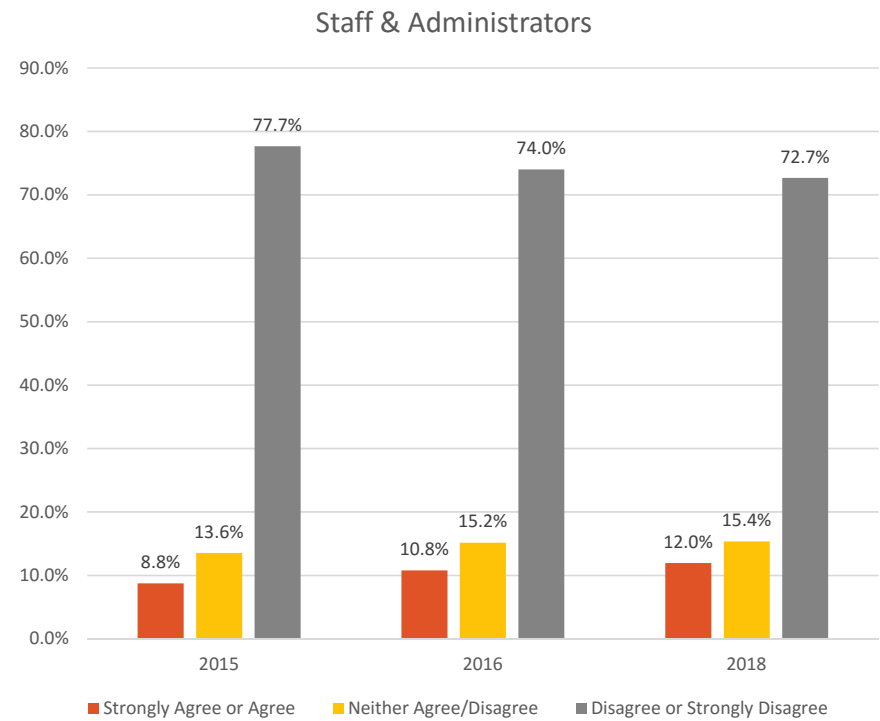
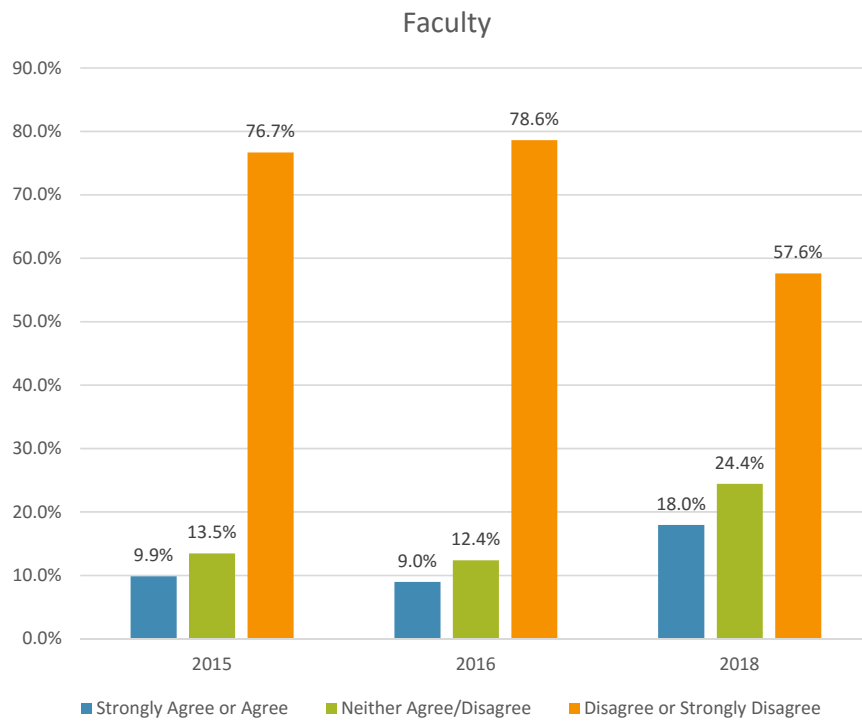
# Section Four

Salary and Benefits

# My salary is in line with my job duties and workload.

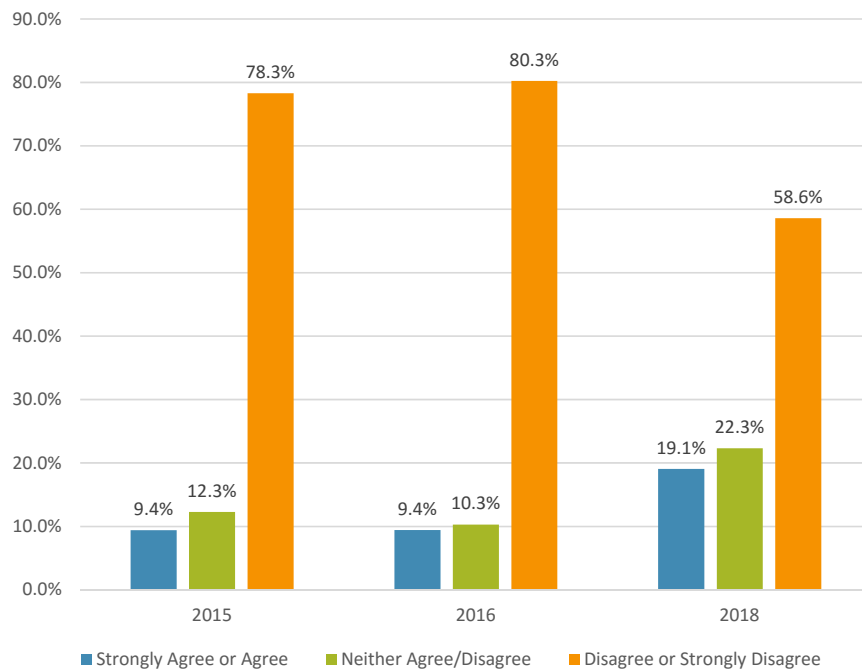


# There are fair and equitable opportunities for salary increases.

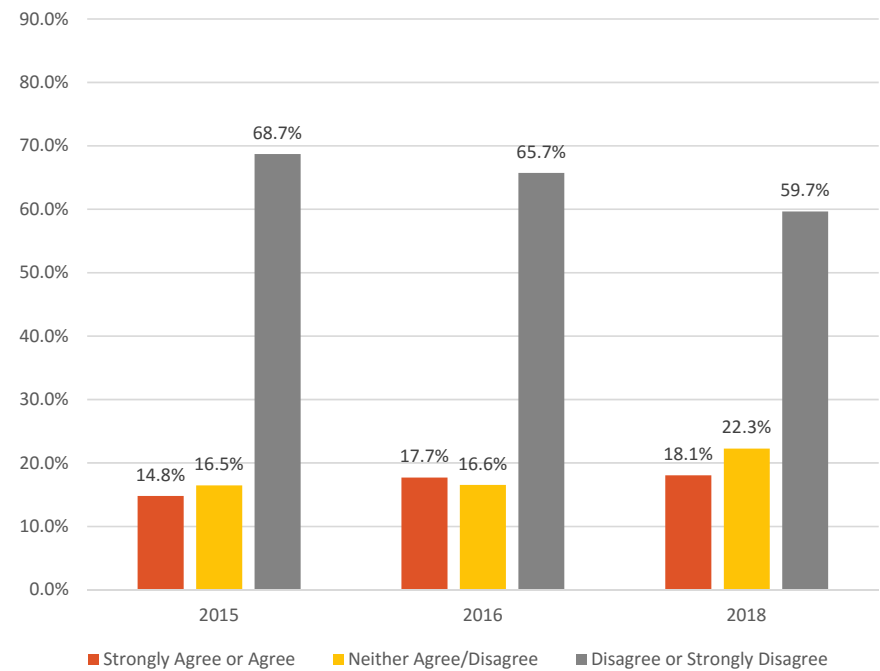


# CSU, Chico offers a competitive salary compared to other employment opportunities.

### Faculty

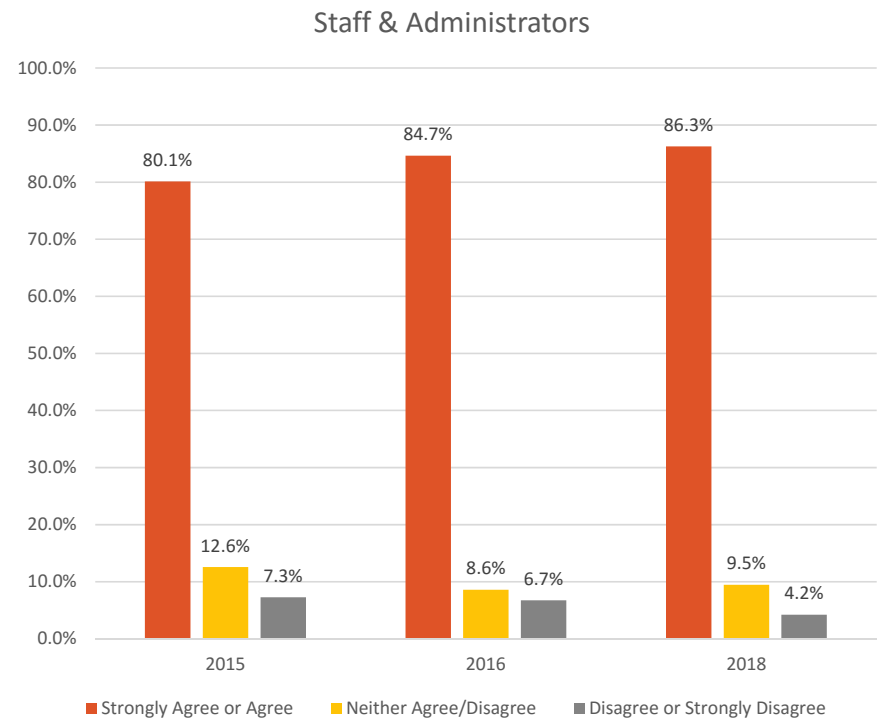
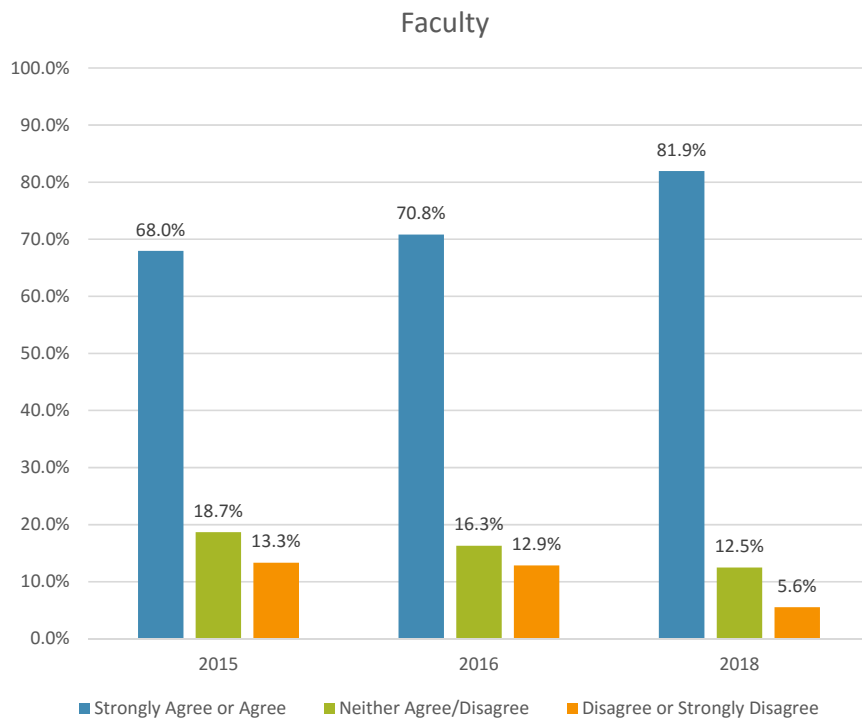


### Staff & Administrators

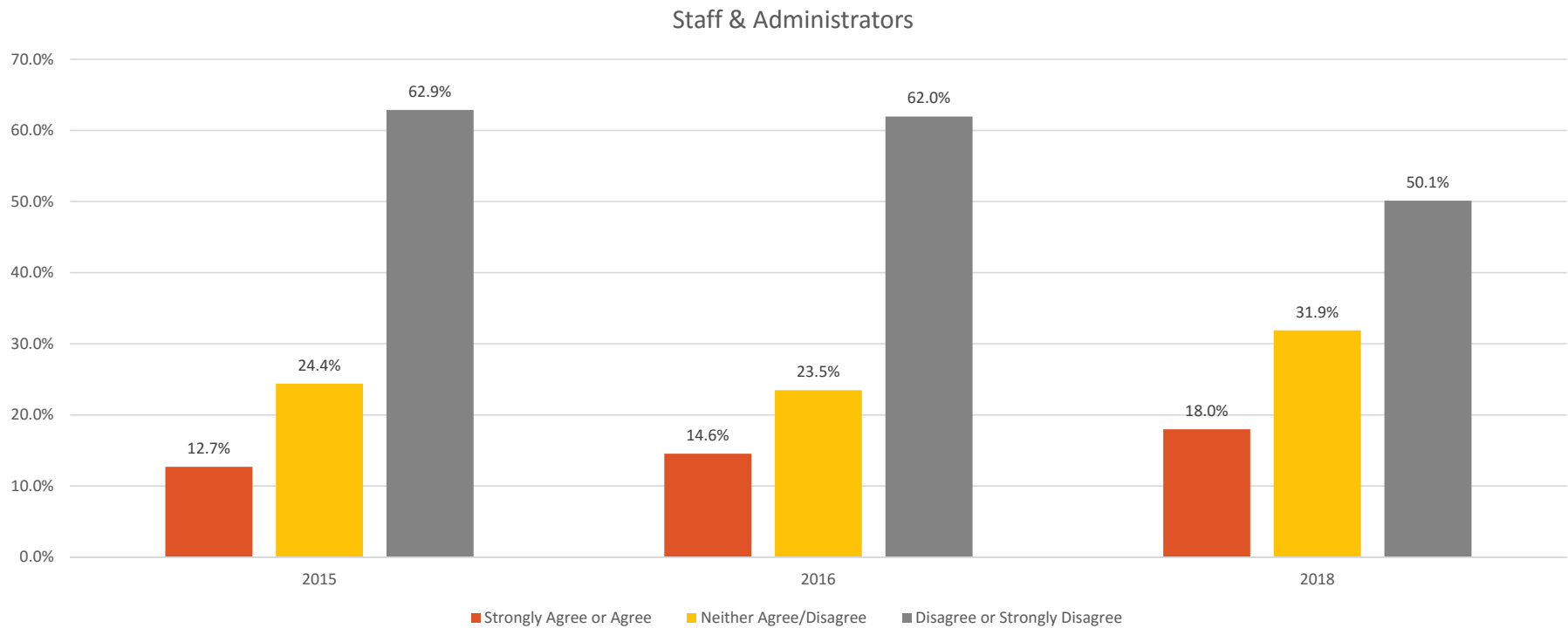




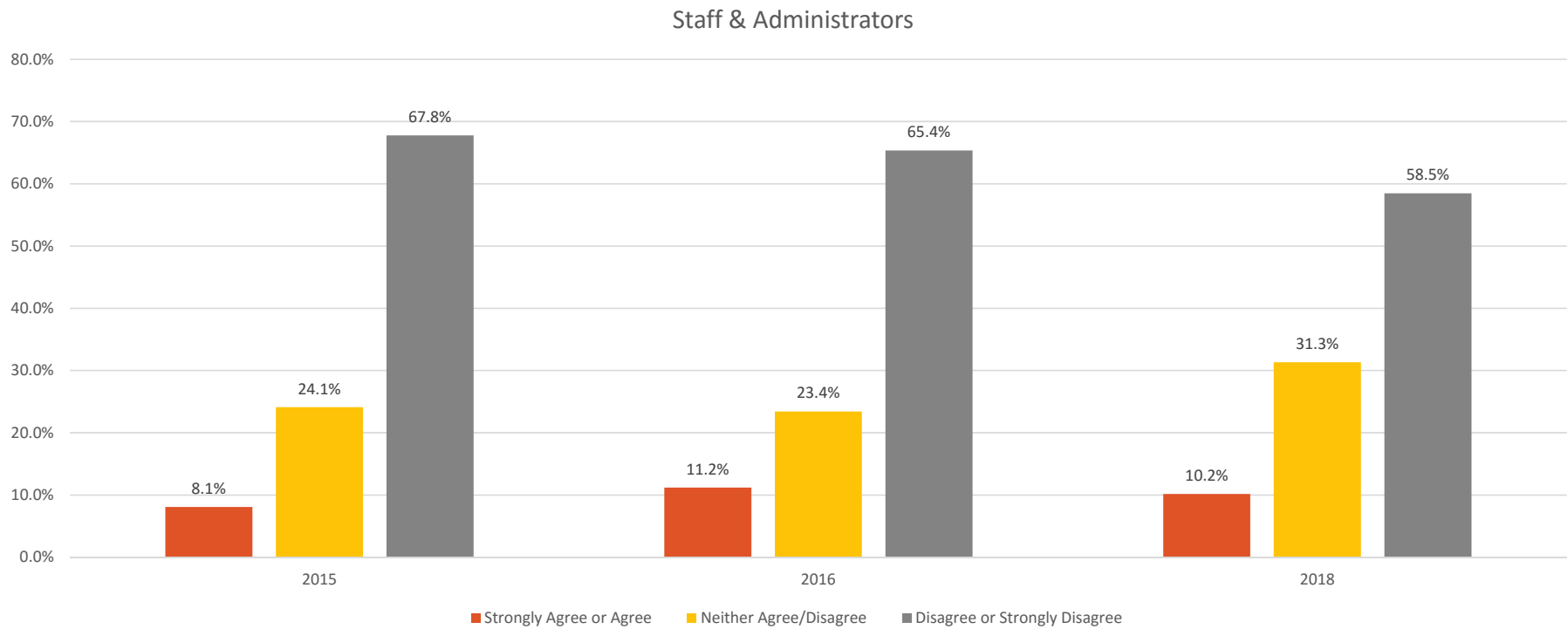
# CSU, Chico offers a competitive benefits package compared to other employment opportunities.



# Staff & Administrators Only: Staff promotions/advancements to new positions on campus provide for appropriate salary increases.



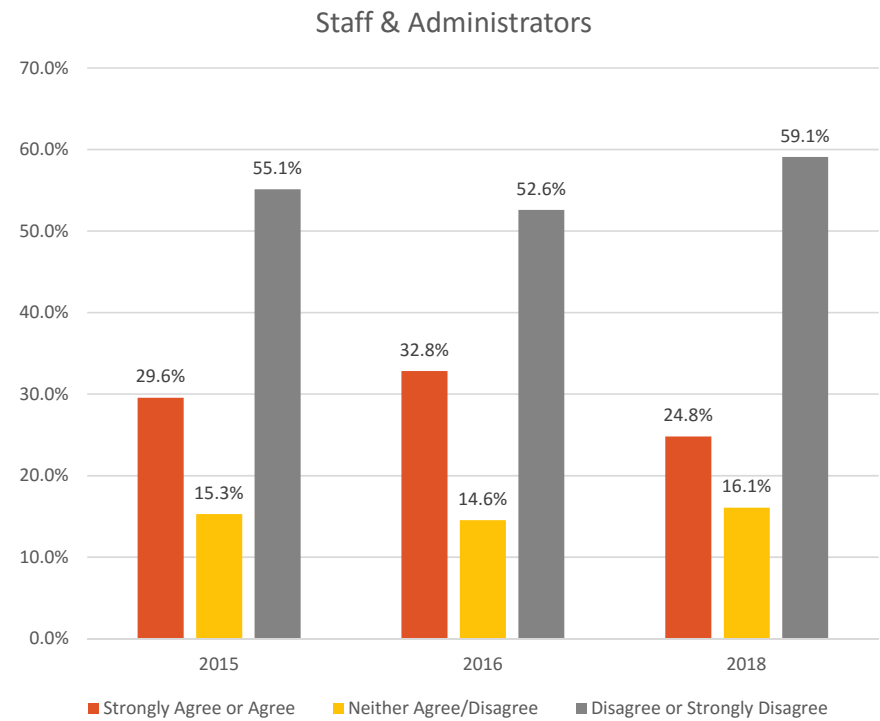
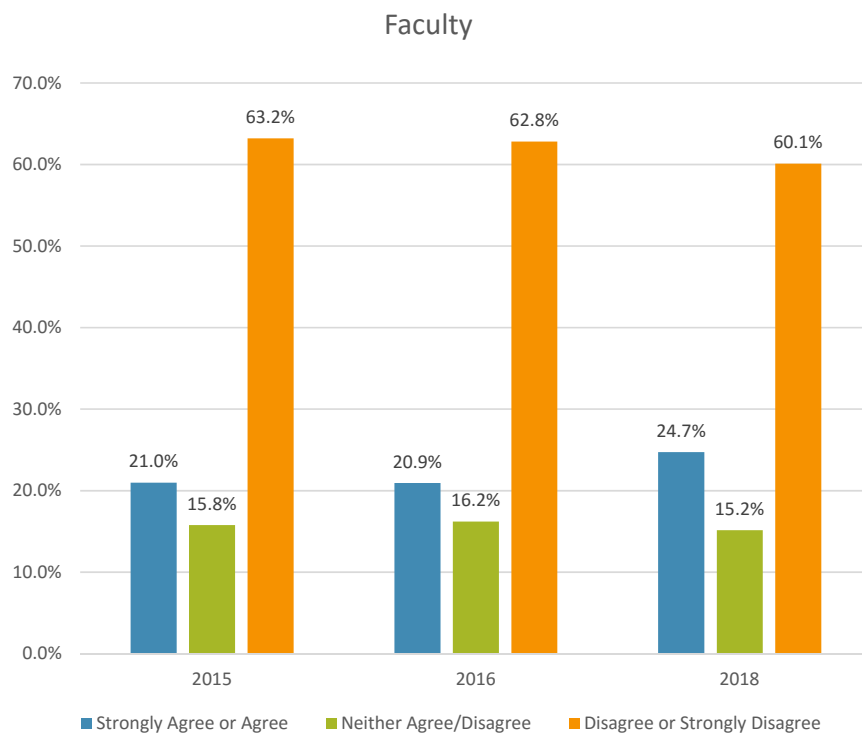
# Staff & Administrators Only: The In-Range Progression (IRP) process and Reclassification process are implemented equitably and fairly.



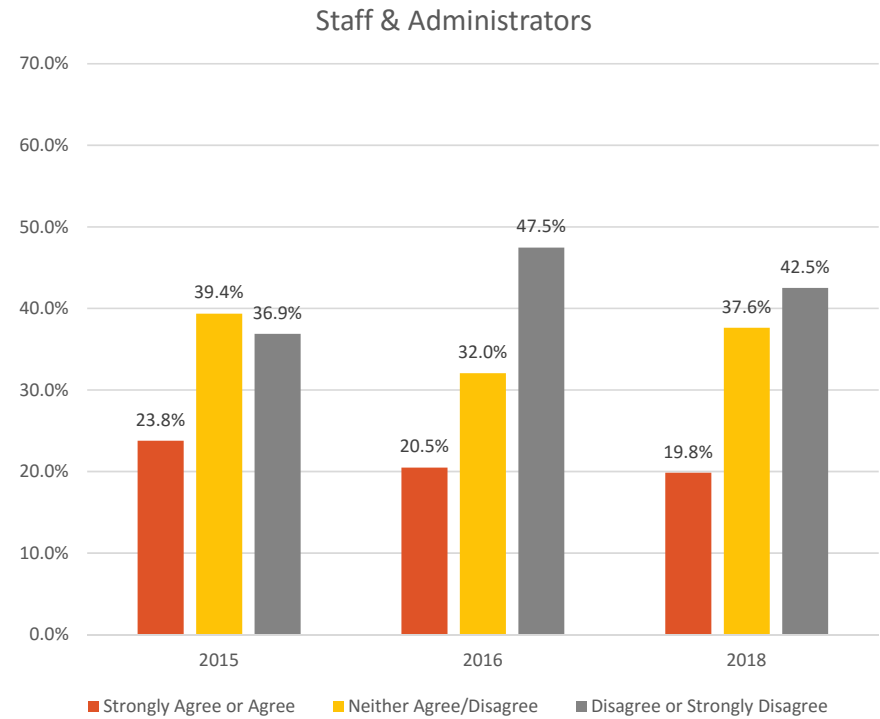
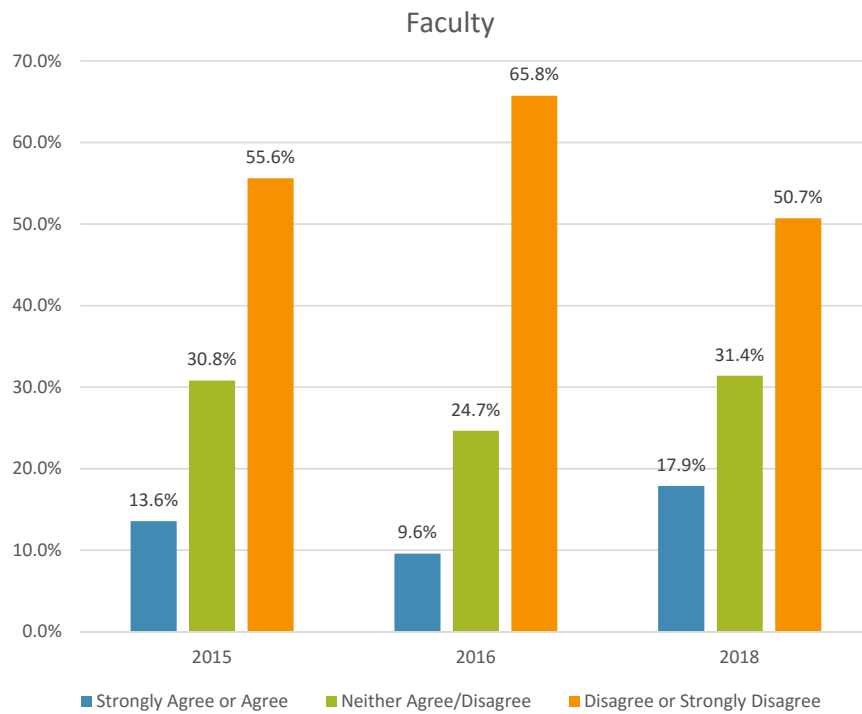
# Section Five

Physical Plant/Facilities Use/Personnel Evaluation

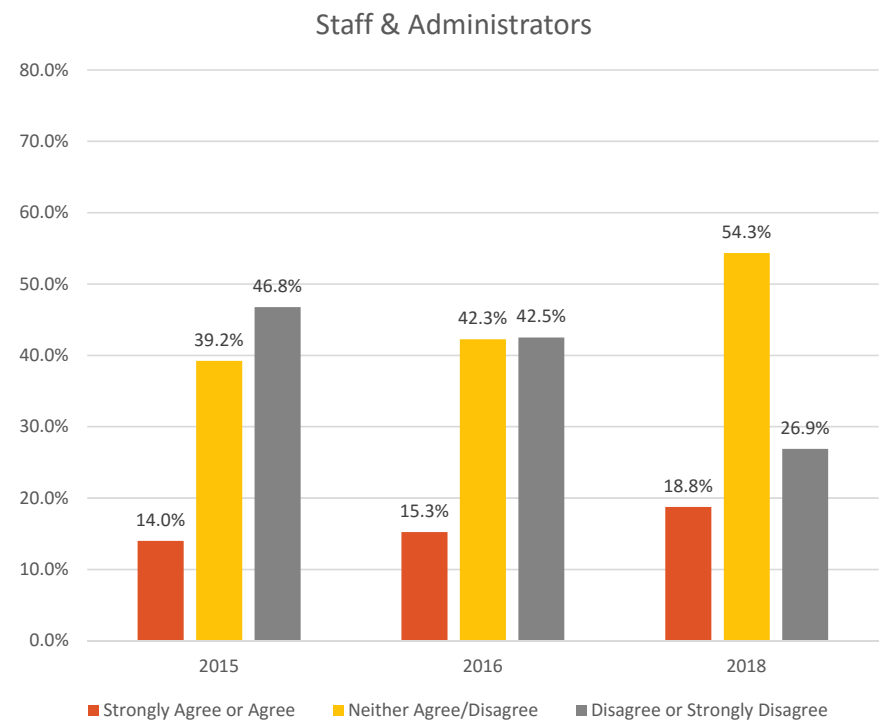
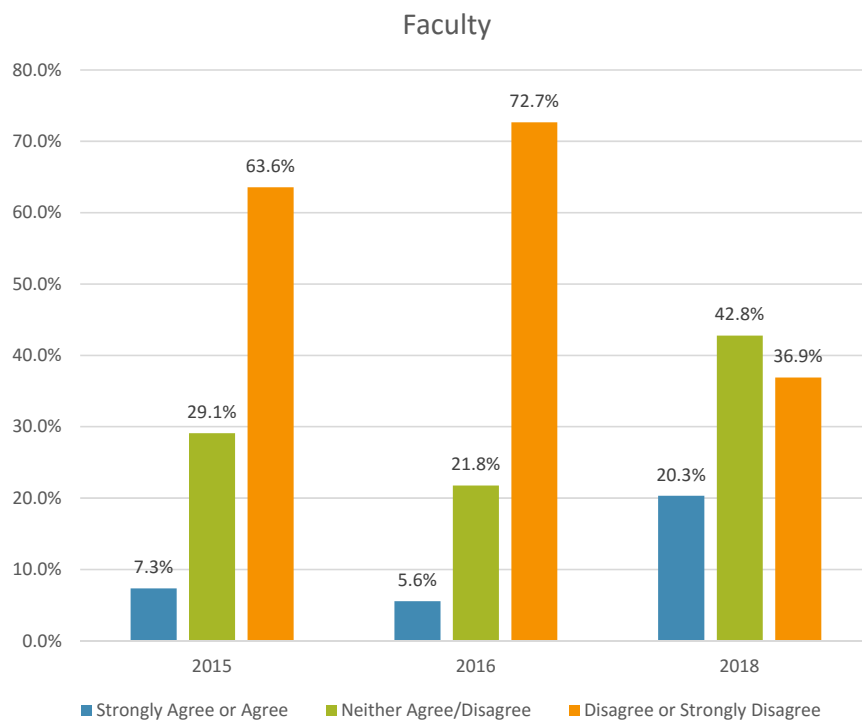
# I am satisfied with the availability of campus parking.



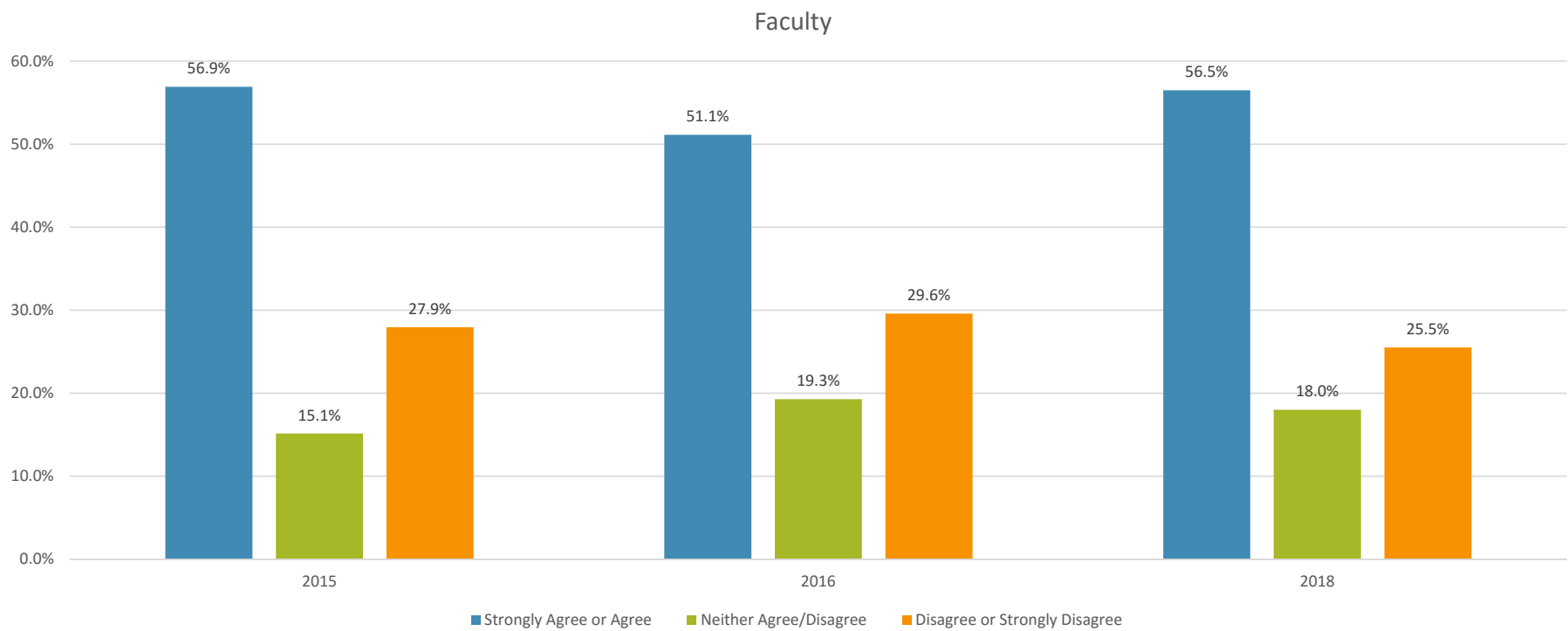
# Space allocation and use is fair and consistent across campus.



# The implementation of campus facility-use charges balances campus resource requirements with community needs.

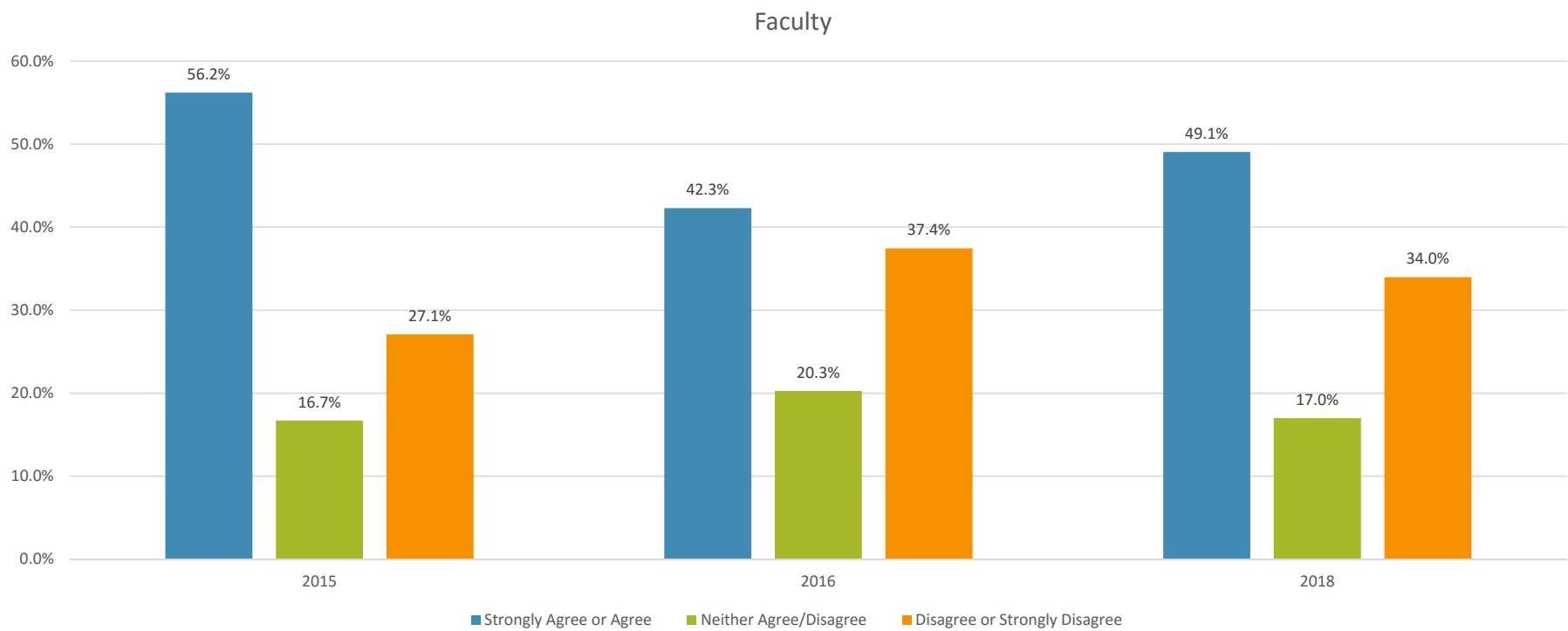


*Faculty Only:* The criteria for tenure and promotion are clearly communicated.

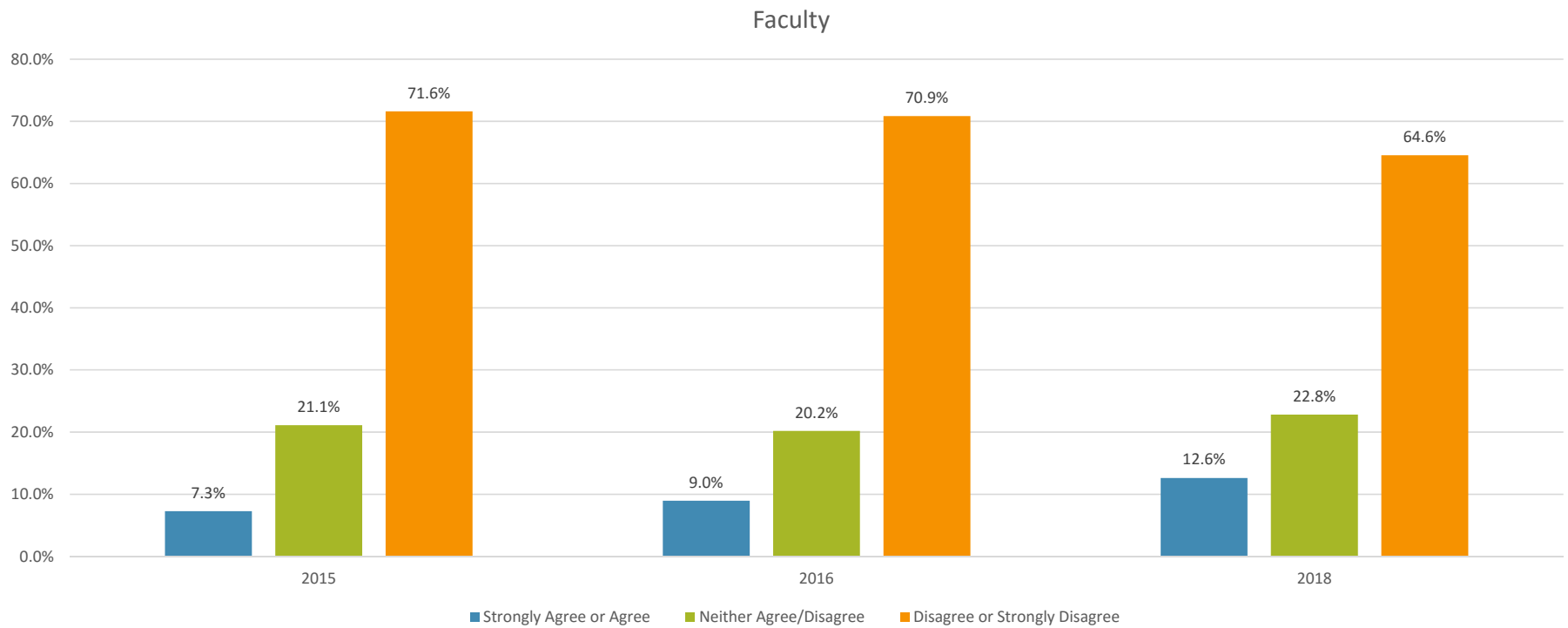




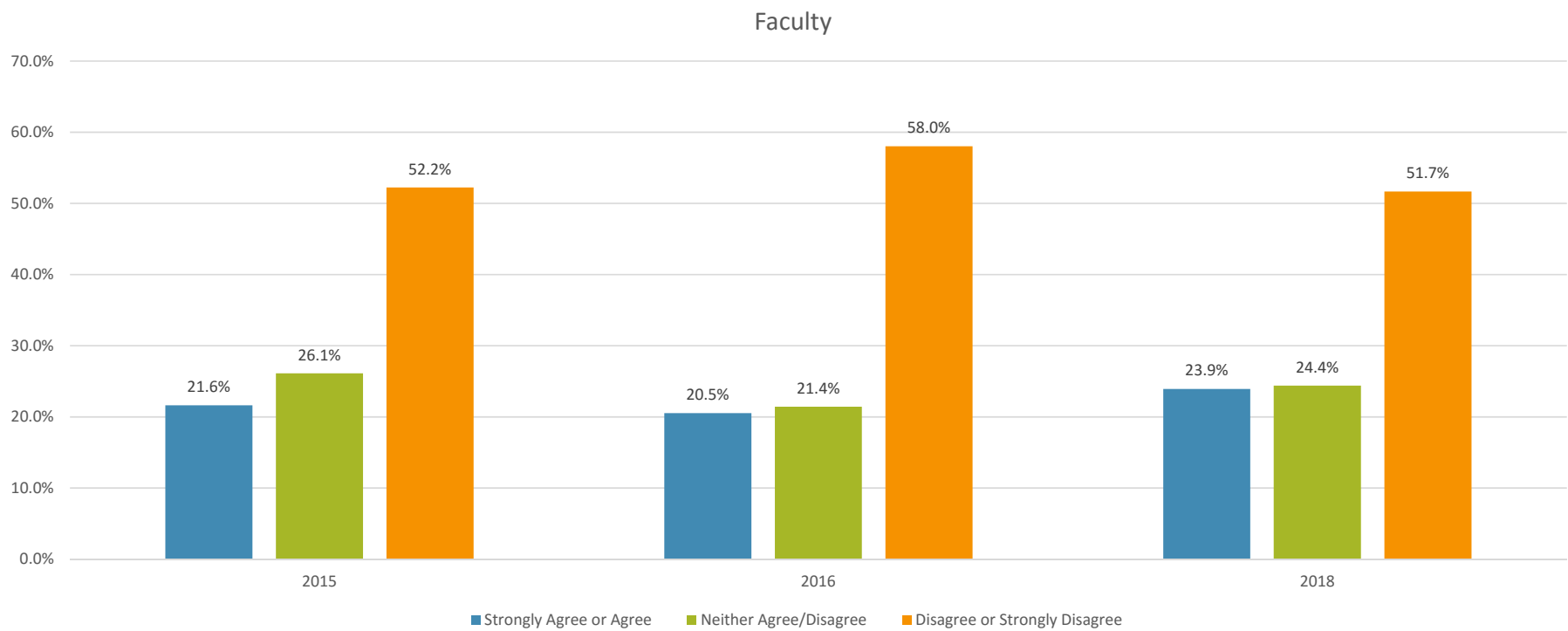
## Faculty Only: Research and creative activity is encouraged at CSU, Chico.



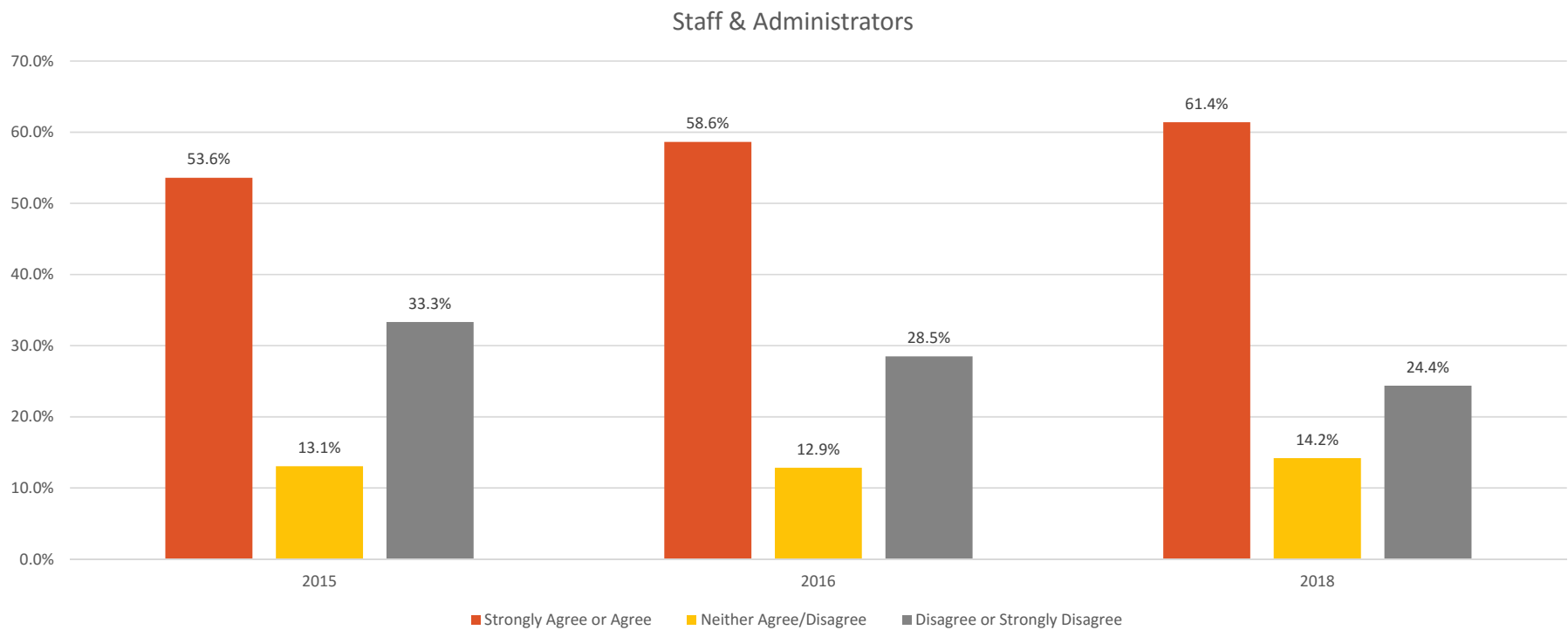
## *Faculty Only:* There is sufficient funding to conduct research.



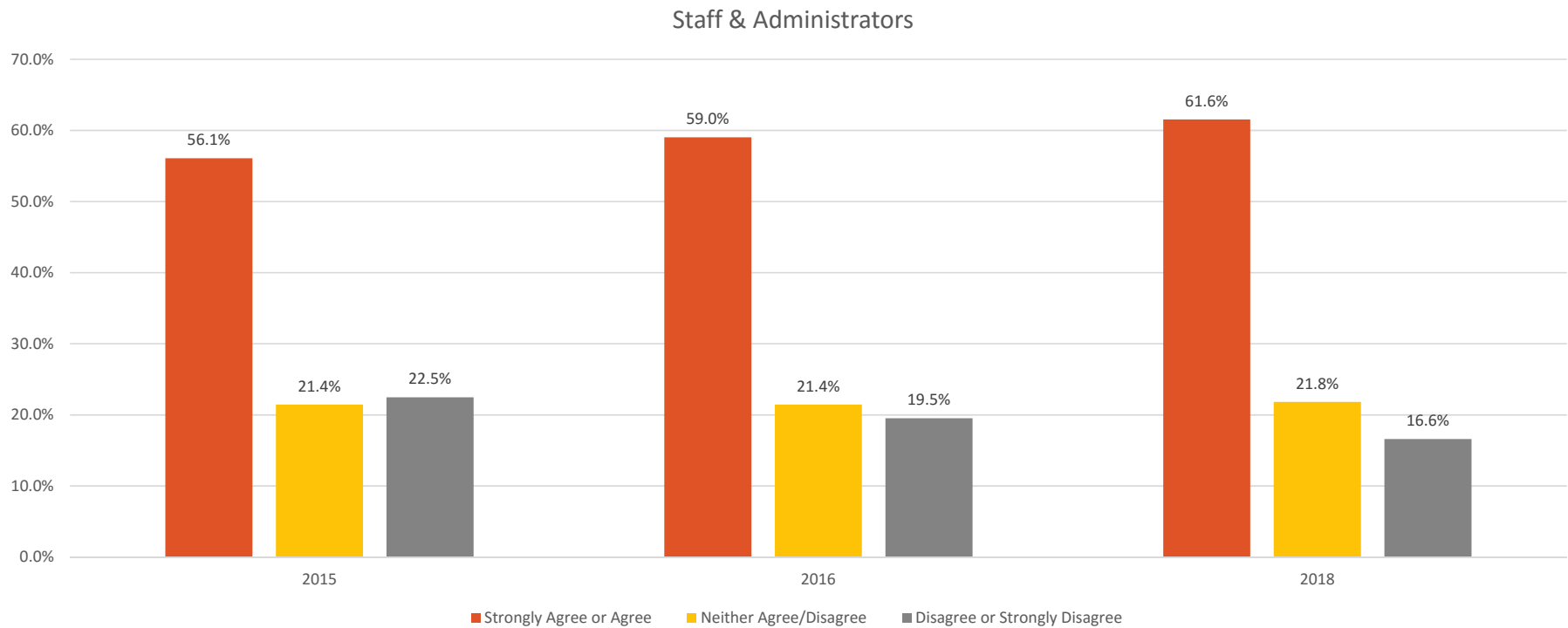
## *Faculty Only:* There are sufficient opportunities for research and creative activity.



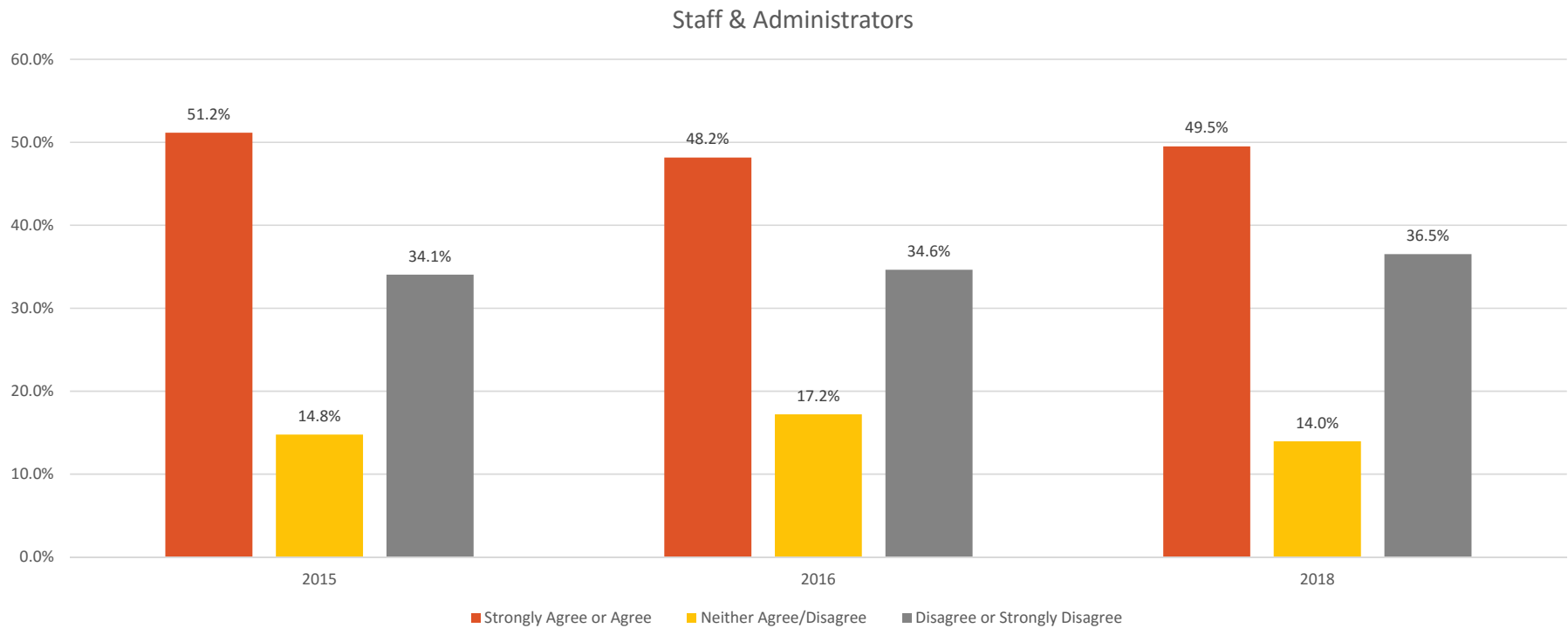
## Staff & Administrators Only: My performance reviews are conducted on a regular basis.



## Staff & Administrators Only: Performance evaluations/reviews are fair and equitable.



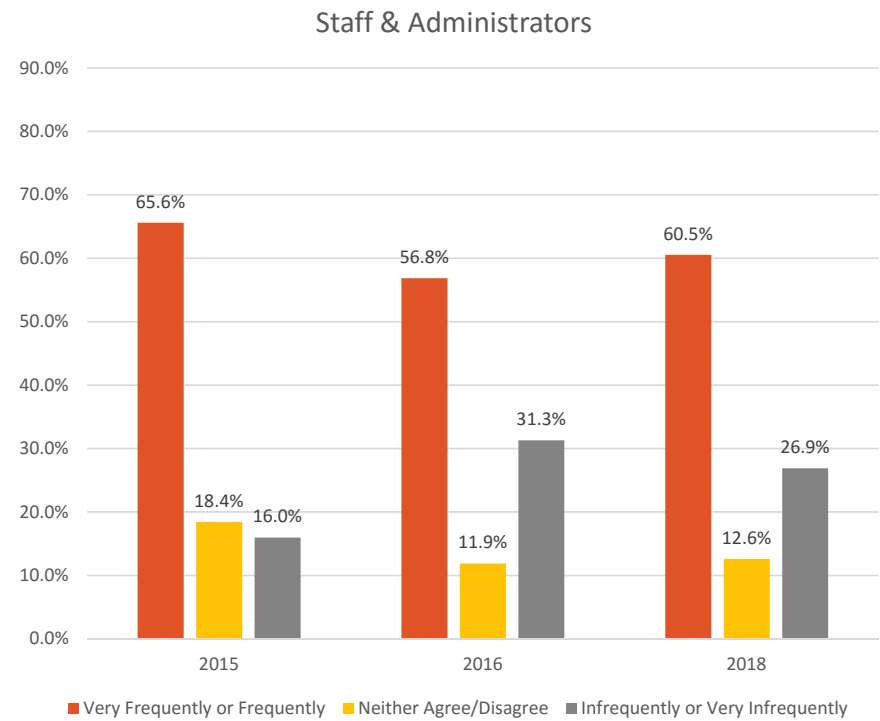
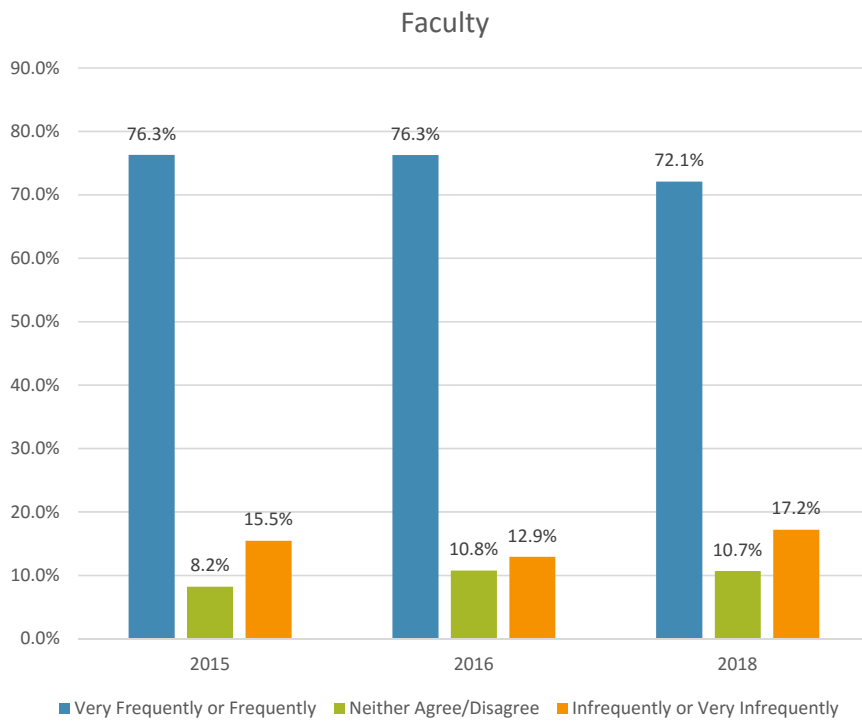
## Staff & Administrators Only: My position is properly classified and reflects my duties accurately.



# Section Six

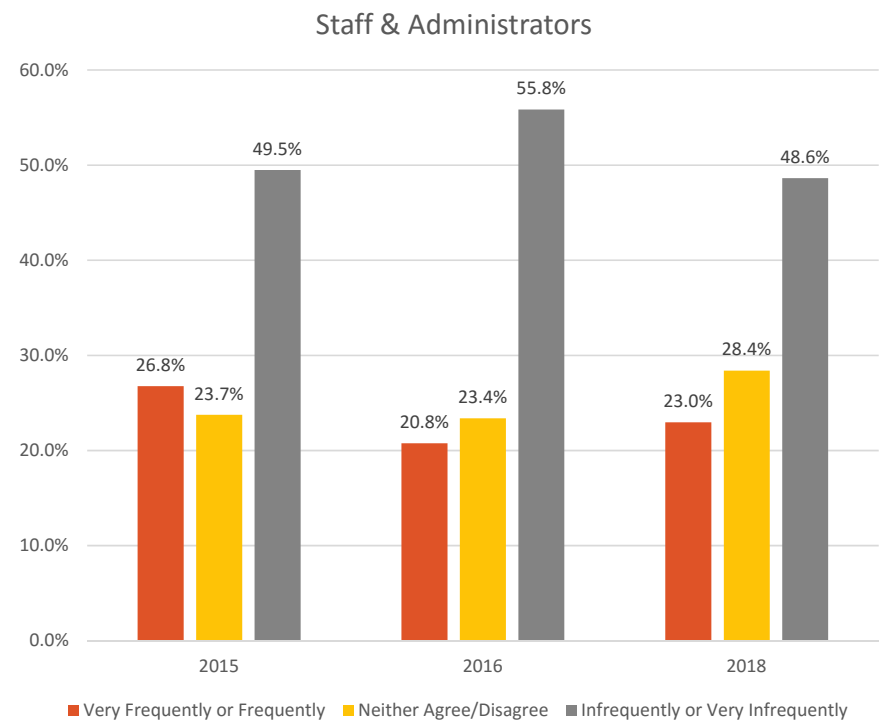
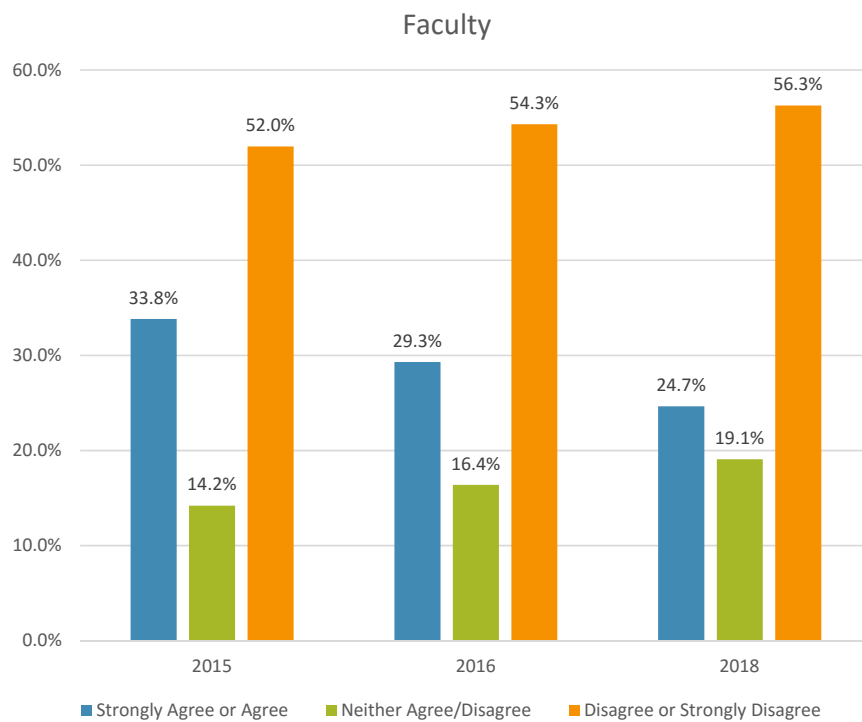
Employee Stress

# How often does your work cause you stress?

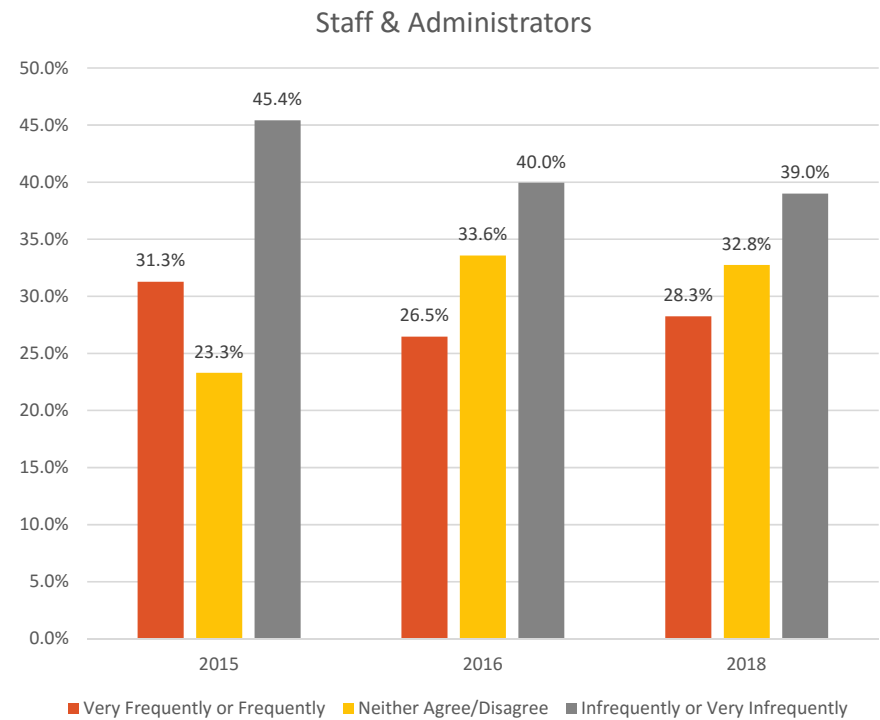
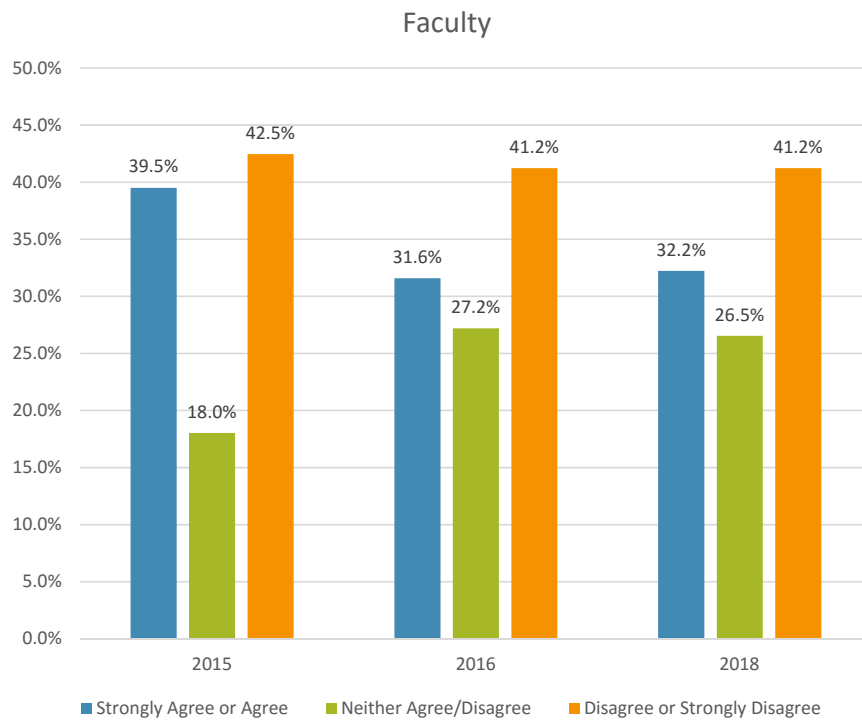




# I feel excluded from an informal network in my department/unit. (note different response choices)



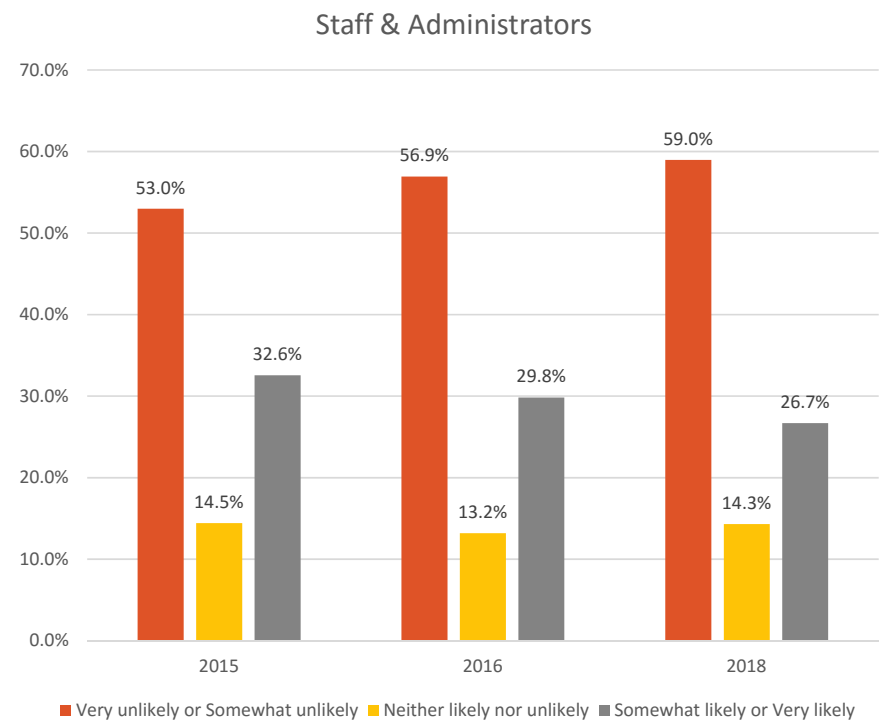
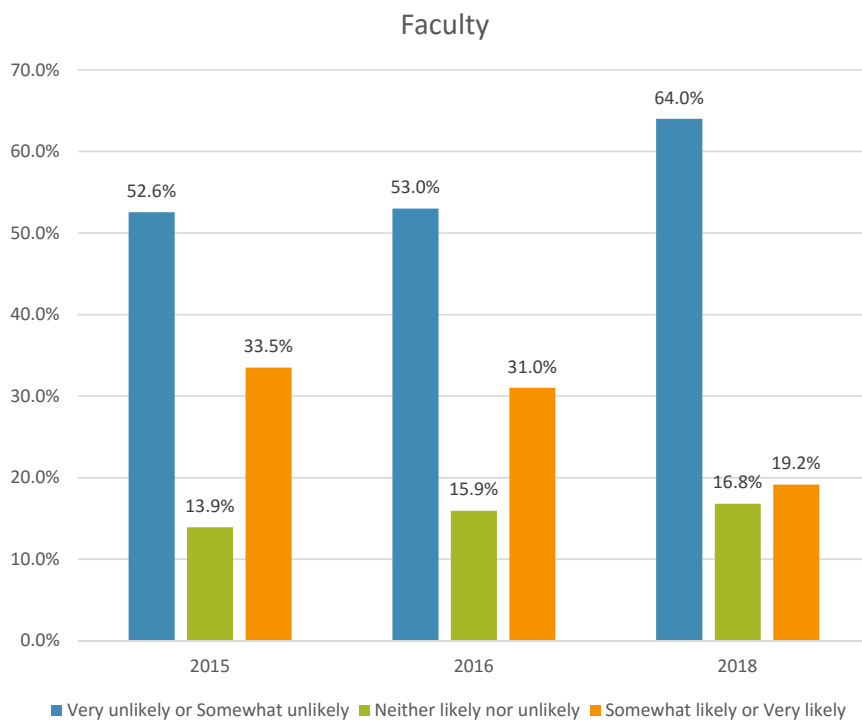
I have to work harder than some of my colleagues to be taken seriously. (note different response choices)



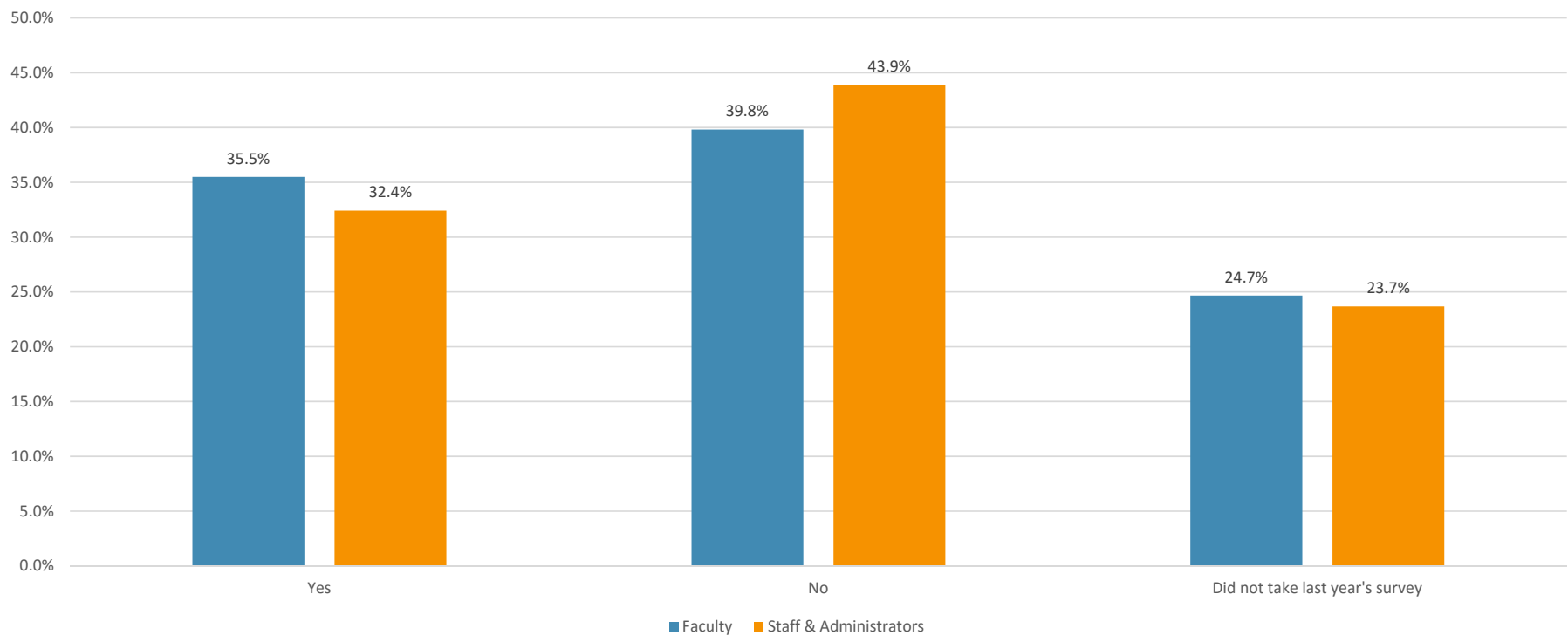
# Section Seven

Staying at Chico State, Recommending Chico State

# In the next three years, how likely are you to leave CSU, Chico, excluding retirement?

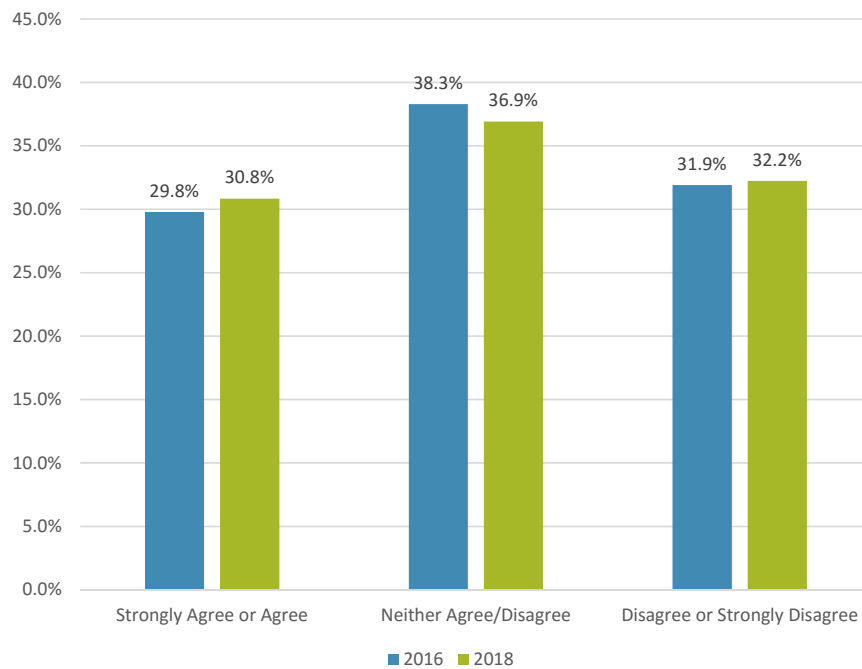


If you completed last year's campus climate survey, do you believe that it made a positive impact toward change at CSU, Chico.

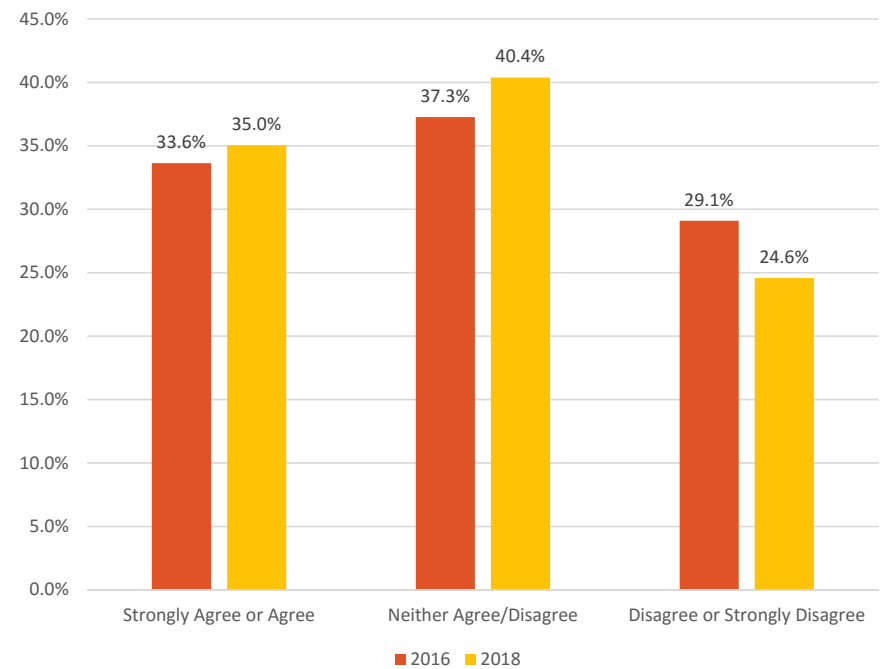


# I believe my answers on this survey will make a positive impact towards change at CSU, Chico.

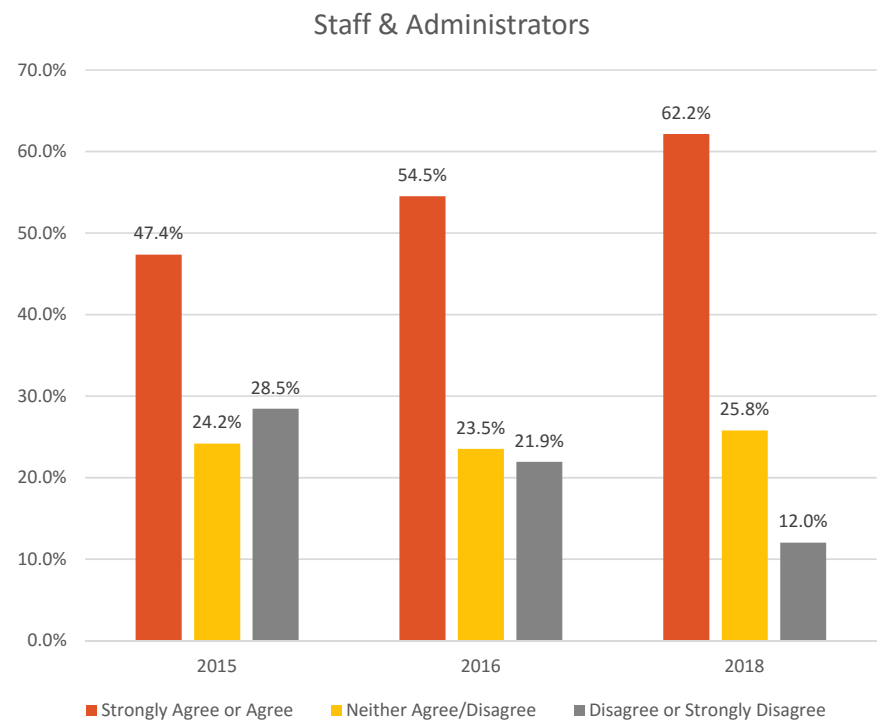
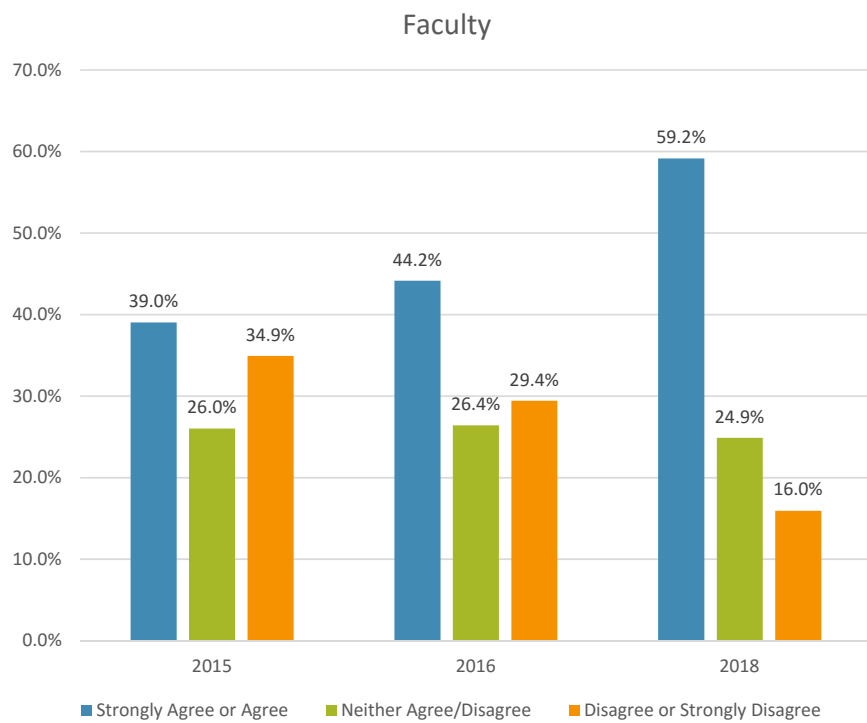
### Faculty



### Staff & Administrators



# I would recommend CSU, Chico as a place of employment to those I care about.



# Section Eight

Demographics

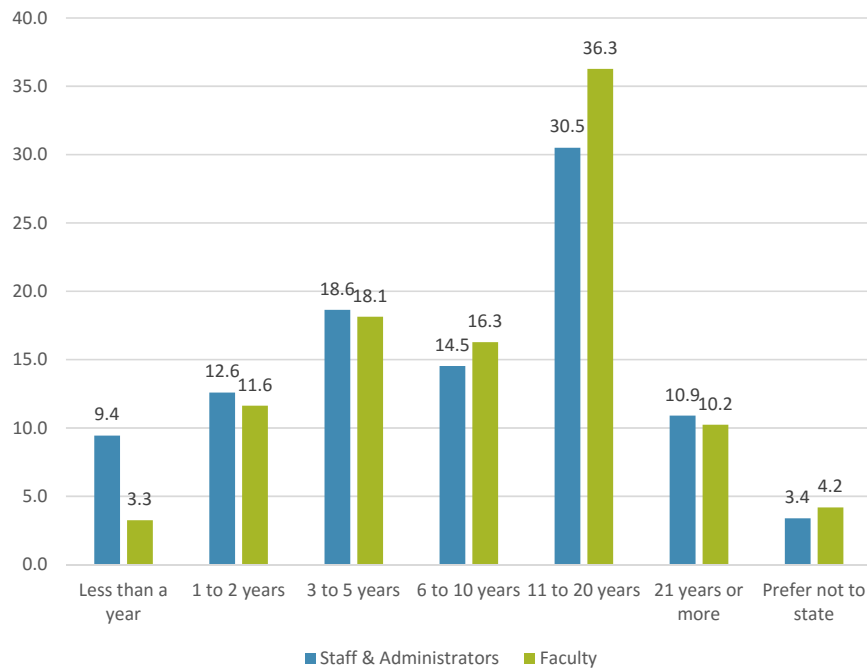


# What is your current position?

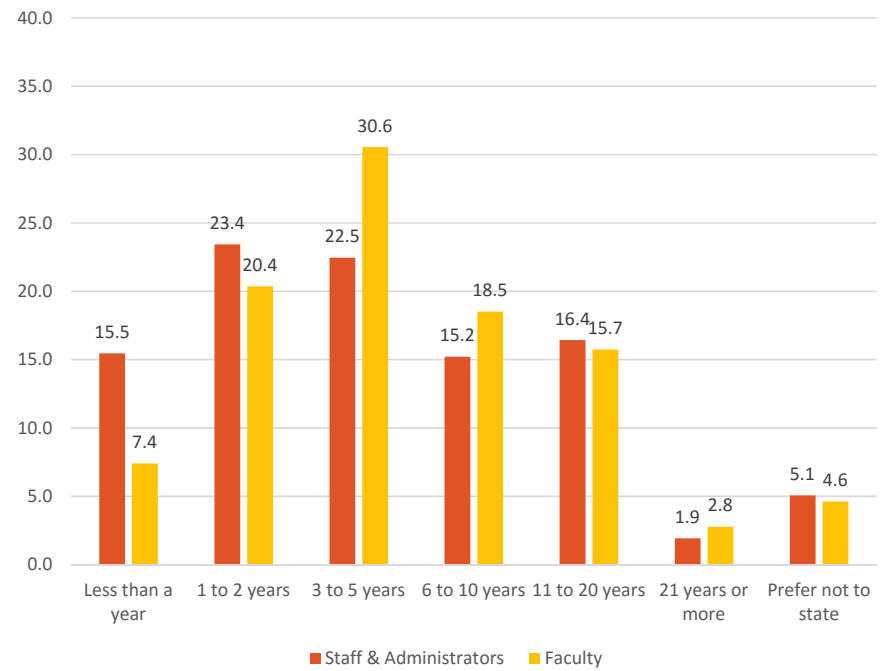
| <b>Position</b>           | <b>Percent of Respondents</b> |
|---------------------------|-------------------------------|
| Assistant Professor       | 6.83%                         |
| Associate Professor       | 3.65%                         |
| Full Professor            | 11.75%                        |
| Lecturer                  | 9.84%                         |
| Prefer not to state (F)   | 2.22%                         |
| Administrator (MPP)       | 9.37%                         |
| Exempt Staff              | 20.48%                        |
| Non-exempt Staff          | 28.10%                        |
| Prefer not to state (S&A) | 7.78%                         |

# Time at CSU, Chico, and time in-grade

Years at CSU, Chico



Years in current position



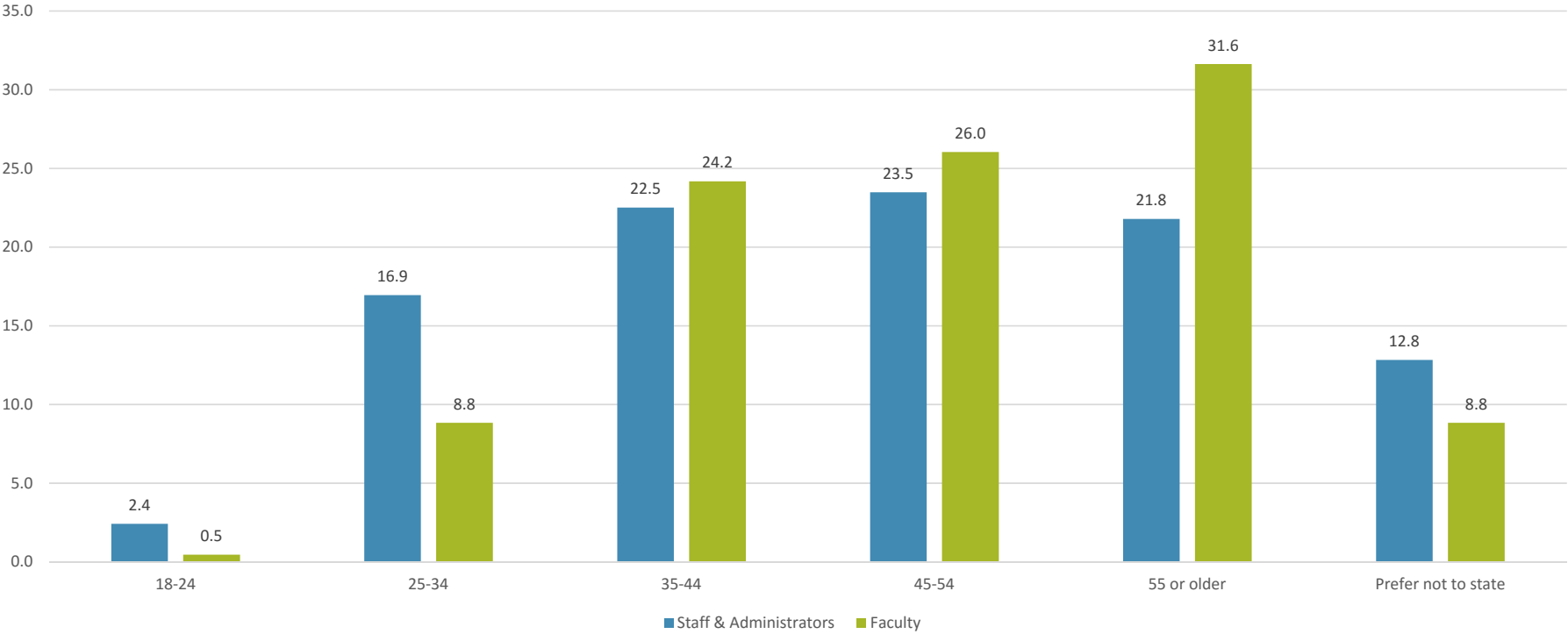
# Gender Identity & Gender Expression

| GENDER IDENTITY                   | Staff & Administrators | Faculty | GENDER EXPRESSION     | Staff & Administrators | Faculty |
|-----------------------------------|------------------------|---------|-----------------------|------------------------|---------|
| Man                               | 27.4                   | 41.9    | Gender conforming     | 73.6                   | 81.8    |
| Woman                             | 56.8                   | 47.4    | Gender non-conforming | 0.2                    | 1.4     |
| Trans Woman                       | 0.2                    | 0.0     | Both                  | 1.0                    | 0.9     |
| Genderqueer/Gender Non-conforming | 0.7                    | 0.5     | Not Sure              | 4.4                    | 2.3     |
| Not Sure                          | 0.5                    | 0.5     | Decline to State      | 20.4                   | 13.1    |
| Decline to State                  | 14.1                   | 9.3     | Not listed above      | 0.2                    | 0.5     |
| Another Identity                  | 0.2                    | 0.5     |                       |                        |         |

# Race & Ethnicity

|                                  | Staff & Administrators | Faculty |
|----------------------------------|------------------------|---------|
| White                            | 68.9%                  | 74.6%   |
| Black or African American        | 0.7%                   | 0.0%    |
| American Indian or Alaska Native | 1.2%                   | 0.0%    |
| Asian                            | 1.9%                   | 4.2%    |
| Two or More Races/Ethnicities    | 3.9%                   | 3.3%    |
| Hispanic or Latino               | 4.9%                   | 6.1%    |
| Decline to state                 | 18.4%                  | 11.7%   |

# Age Status



# Other Demographics

- Those with a disability include 7.5% of faculty and 7.9% of staff & administrators (with another 7.5% of faculty and 10.4% of staff & administrators opting not to state).
- Reporting on sexual identity, 73.5% of faculty and 76.8% of staff & administrators indicated heterosexual, and 10.2% of faculty and 5.4% of staff & administrators selected Gay, Lesbian, Bisexual, Queer, Pansexual, or Asexual, while 14.4% of faculty and 16.8% of staff & administrators selected “decline to state.”

# Section Nine

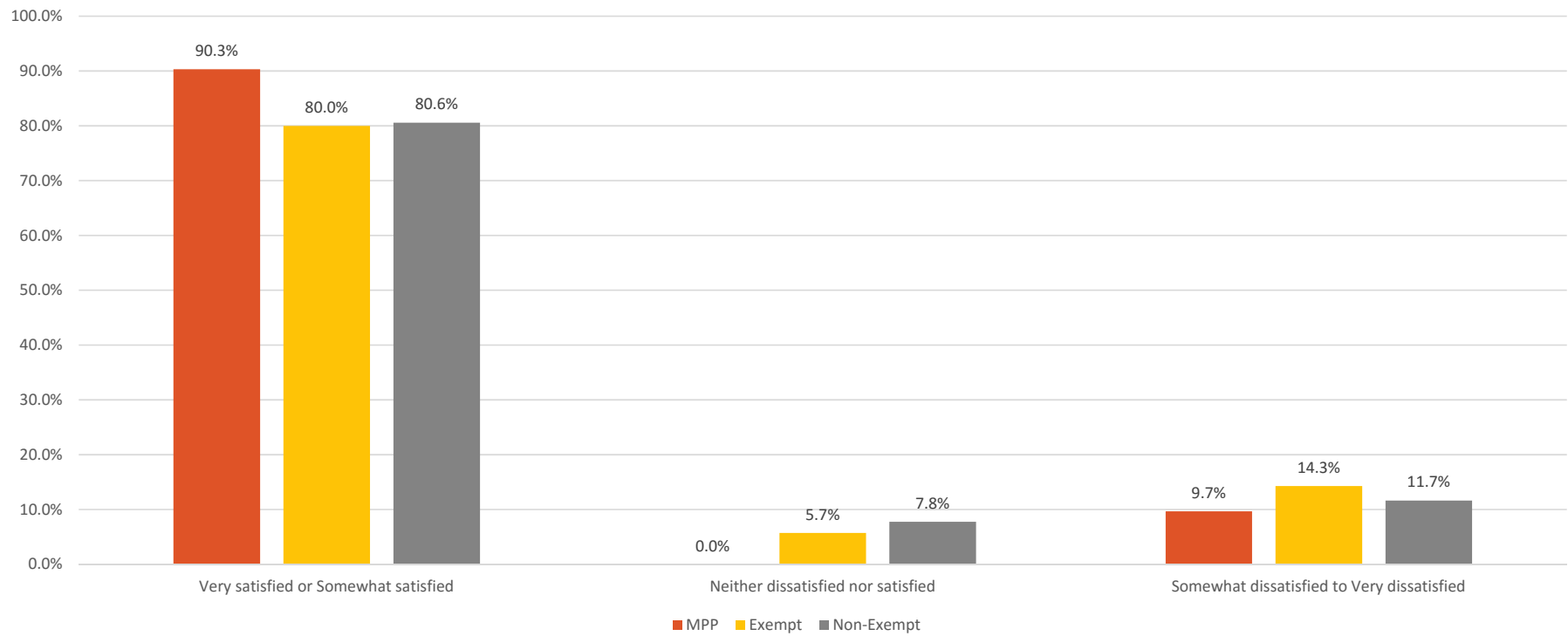
Staff & Administrator Responses by Position Type

# Staff & Administrator Responses by Position

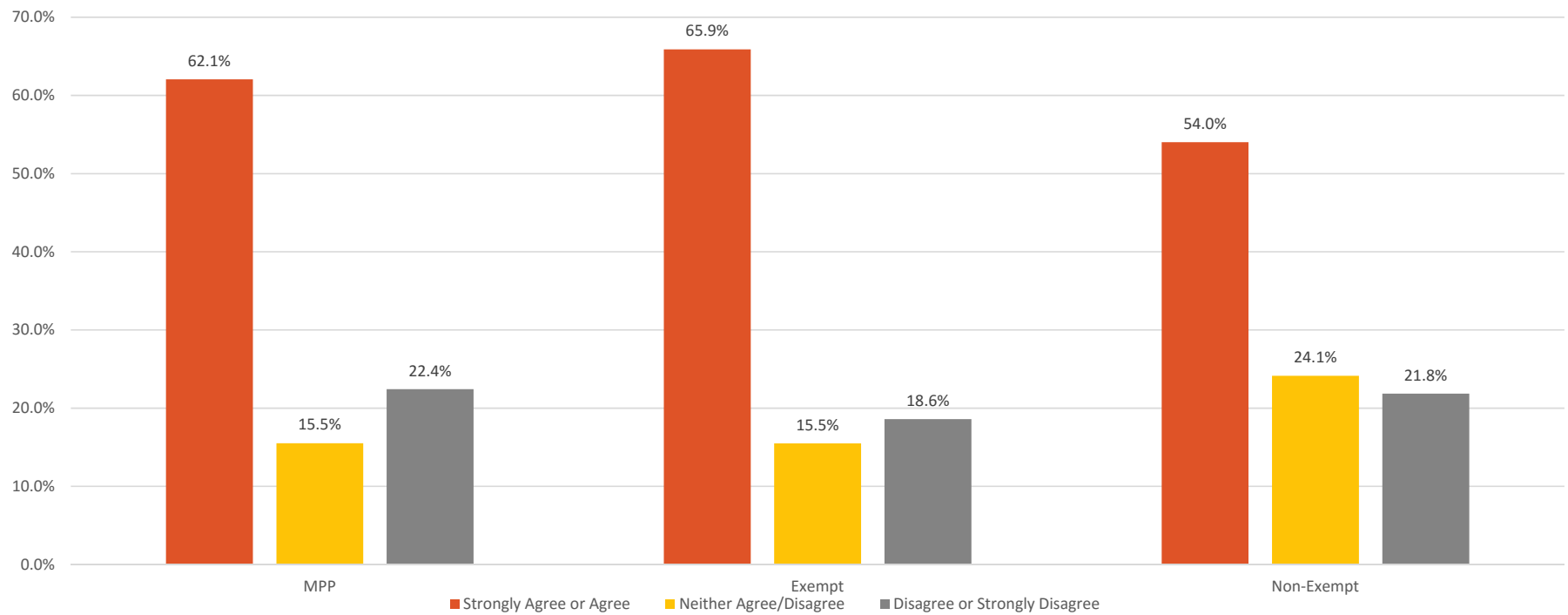
- Staff & Administrators completed the same version of the survey. In order to better understand differences among types of staff & administrators, we disaggregated by three types of positions: MPP (administrator), exempt staff, and non-exempt staff.
- The following charts report responses based on those three staffing categories.
- These responses are from the 2018 climate survey only.



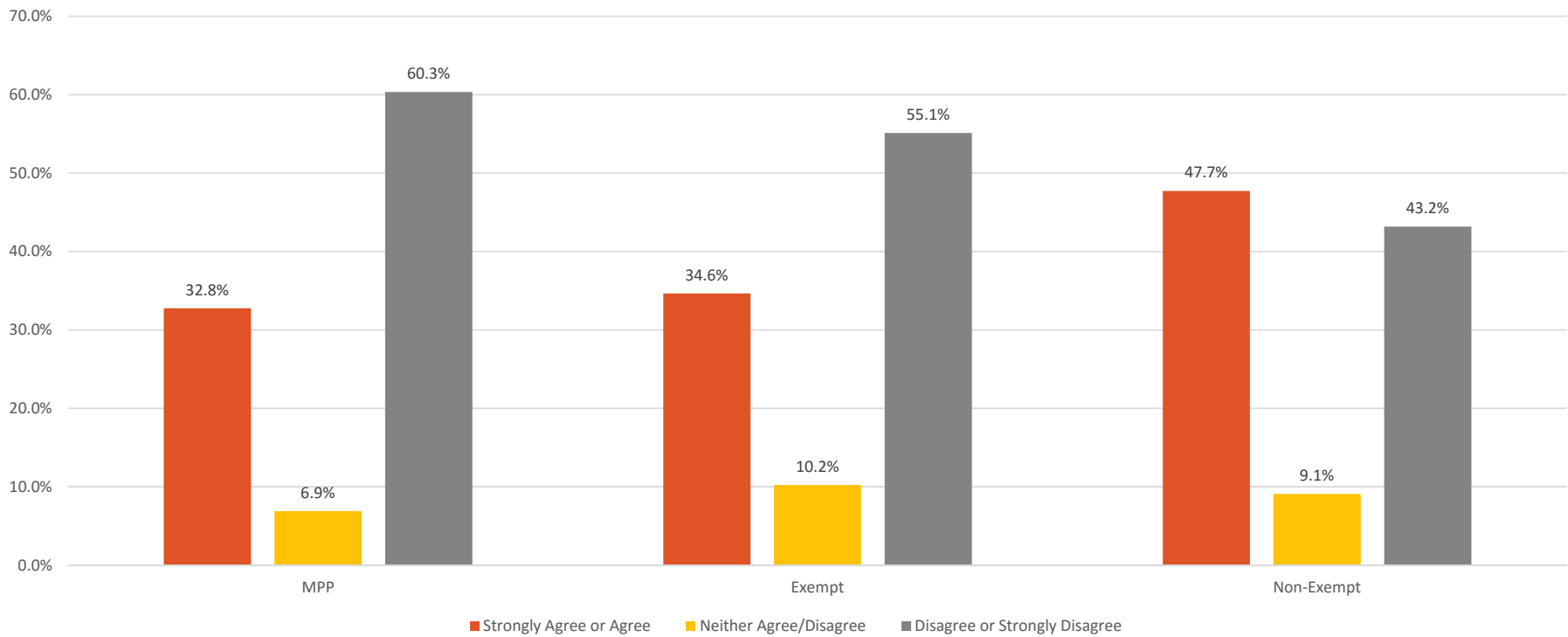
# Overall, how satisfied are you working at CSU, Chico?



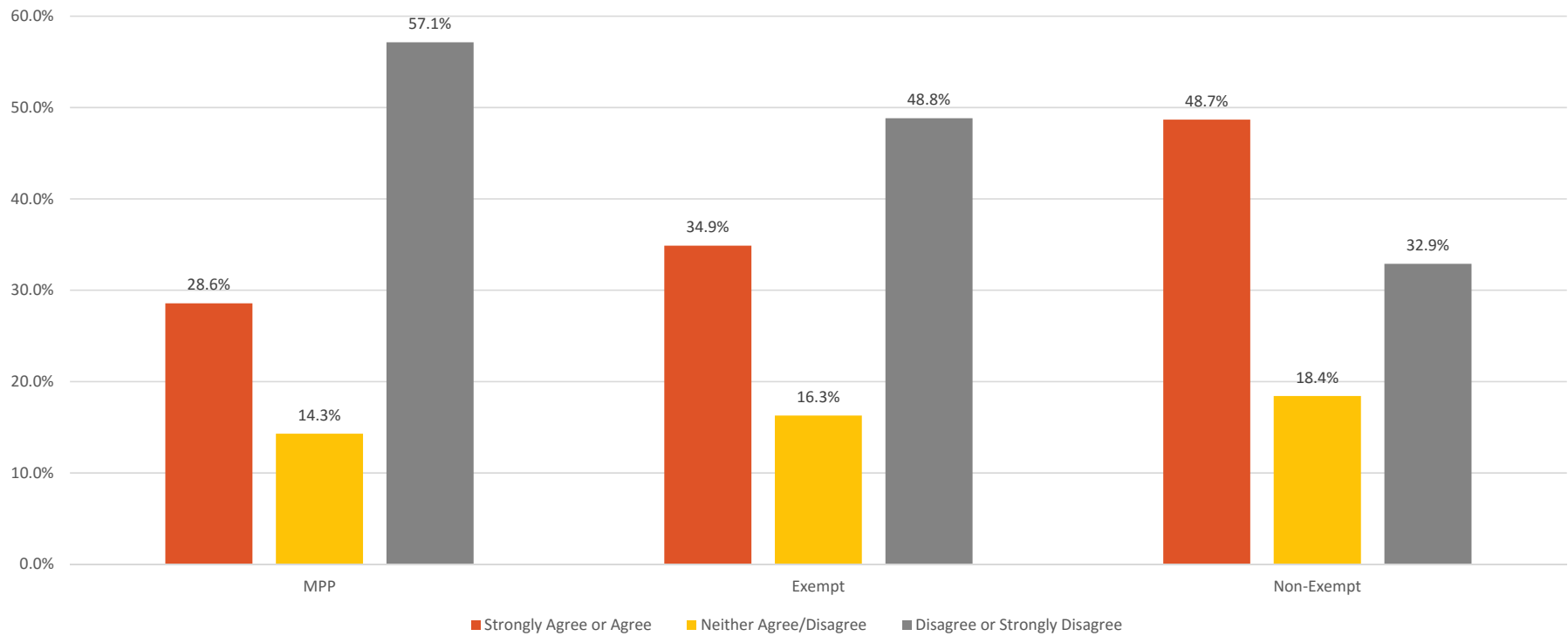
# I am optimistic about the future of my career at CSU, Chico.



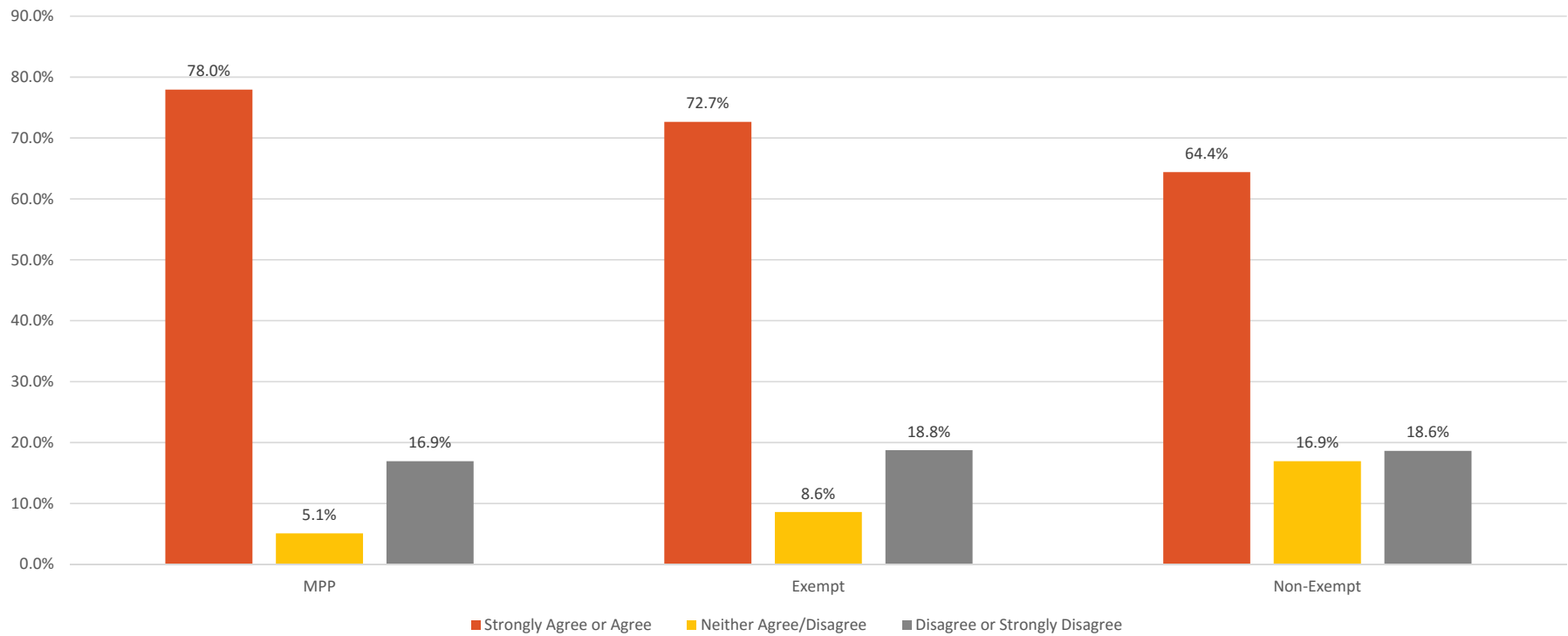
# My department/unit has adequate staff.



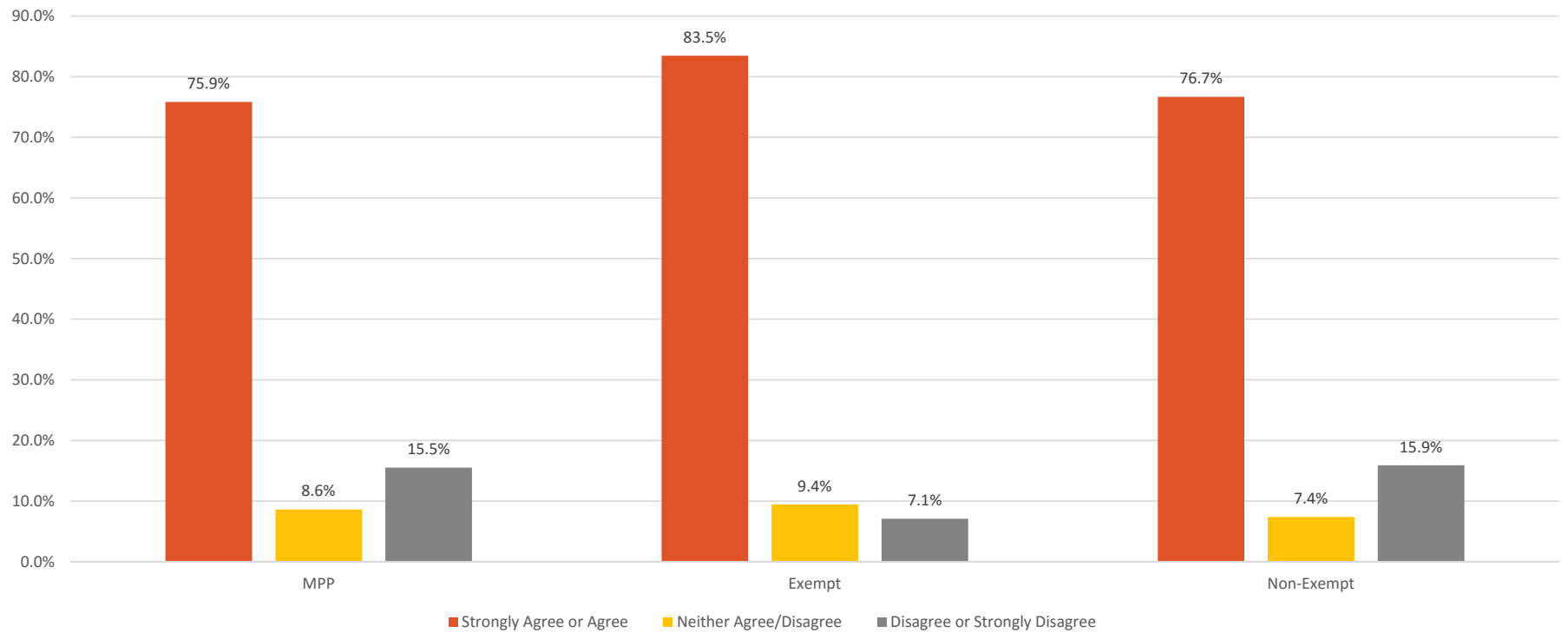
# My department/unit has adequate faculty.



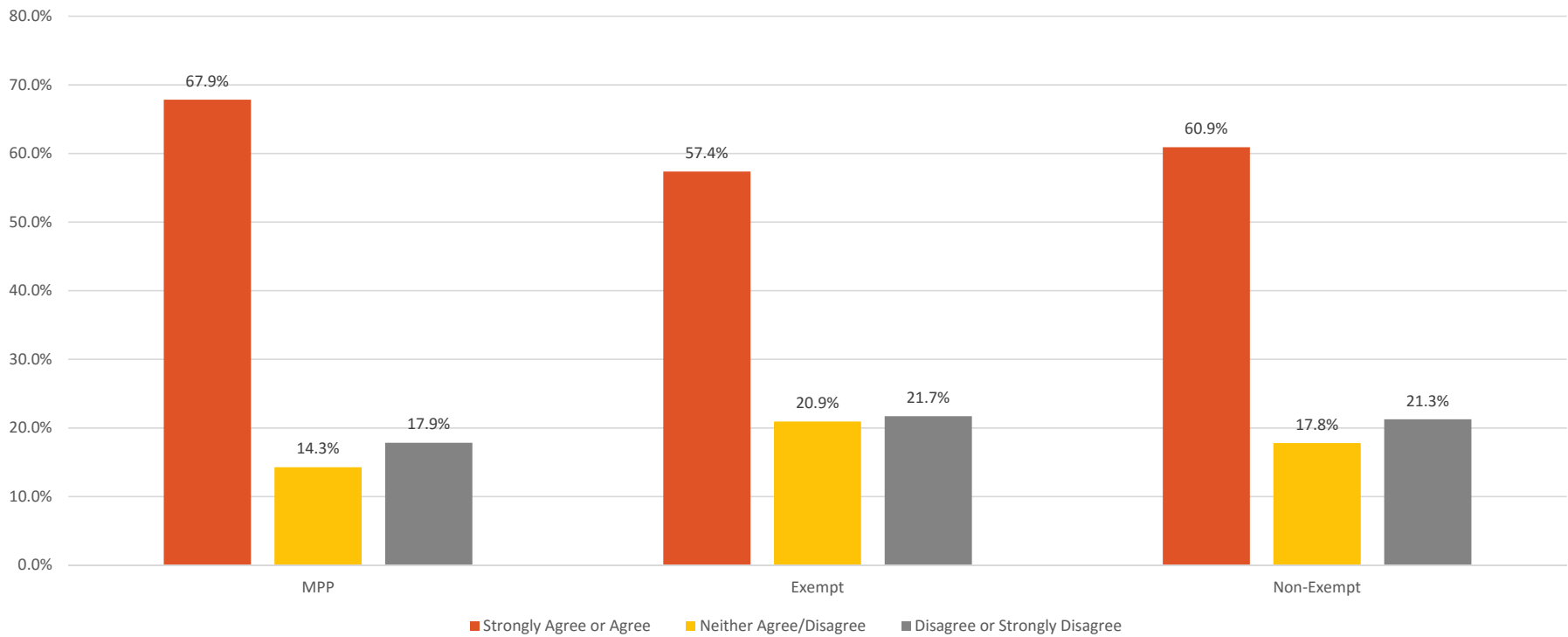
# I feel part of an effective team.



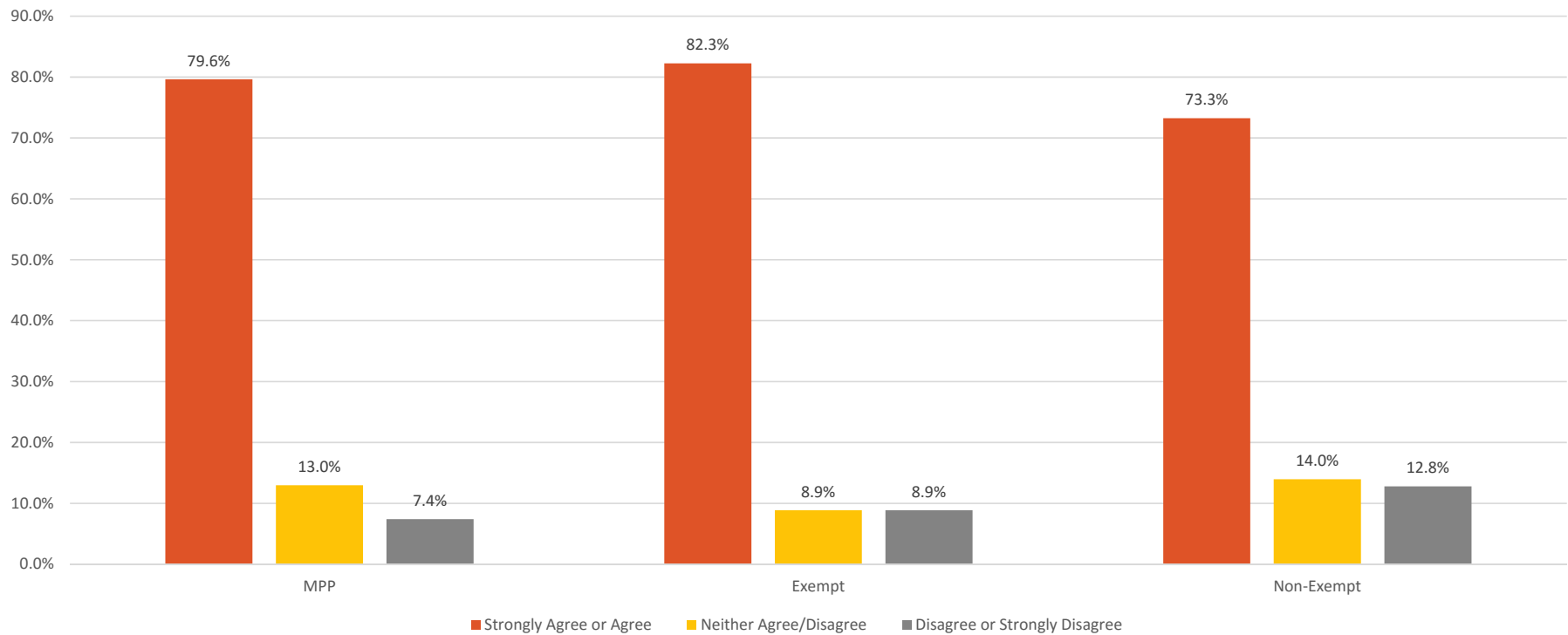
# My supervisor treats me with respect.



# My supervisor handles conflict effectively.

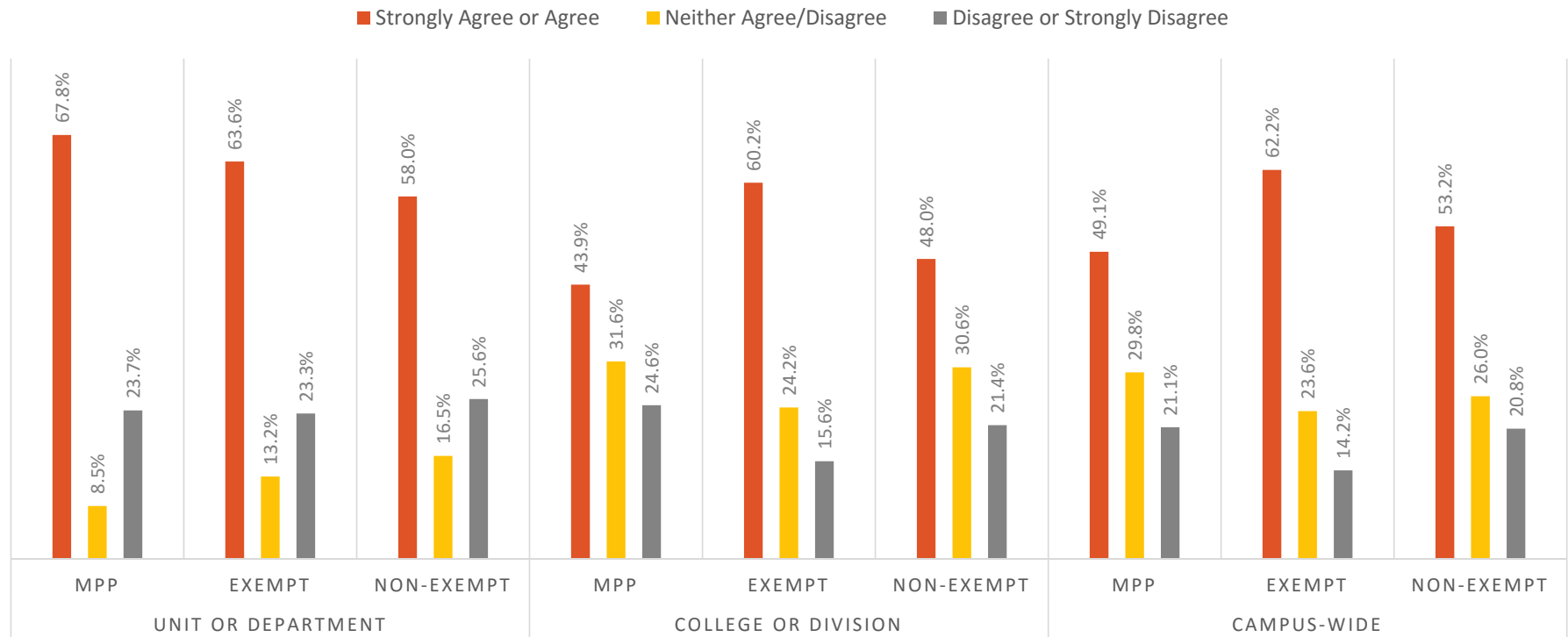


# My supervisor is aware of, and adheres to, policies, procedures, and the collective bargaining agreement.

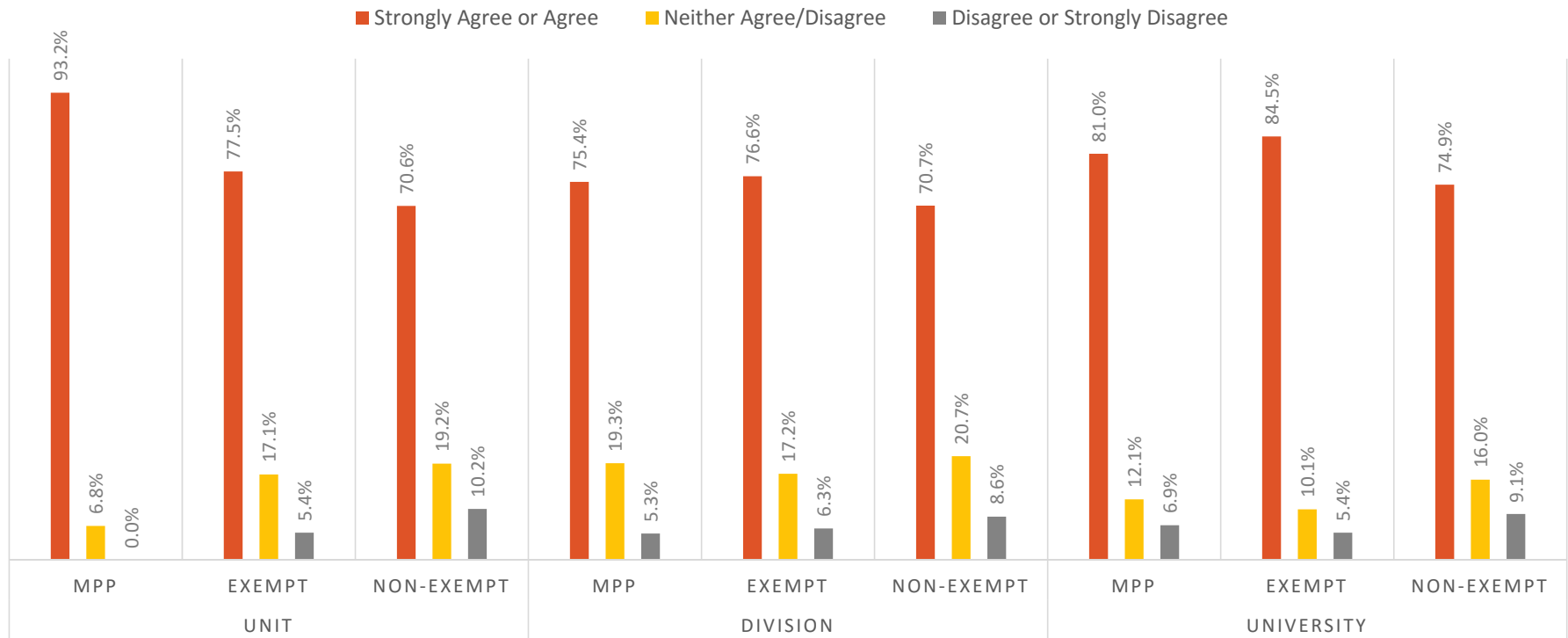




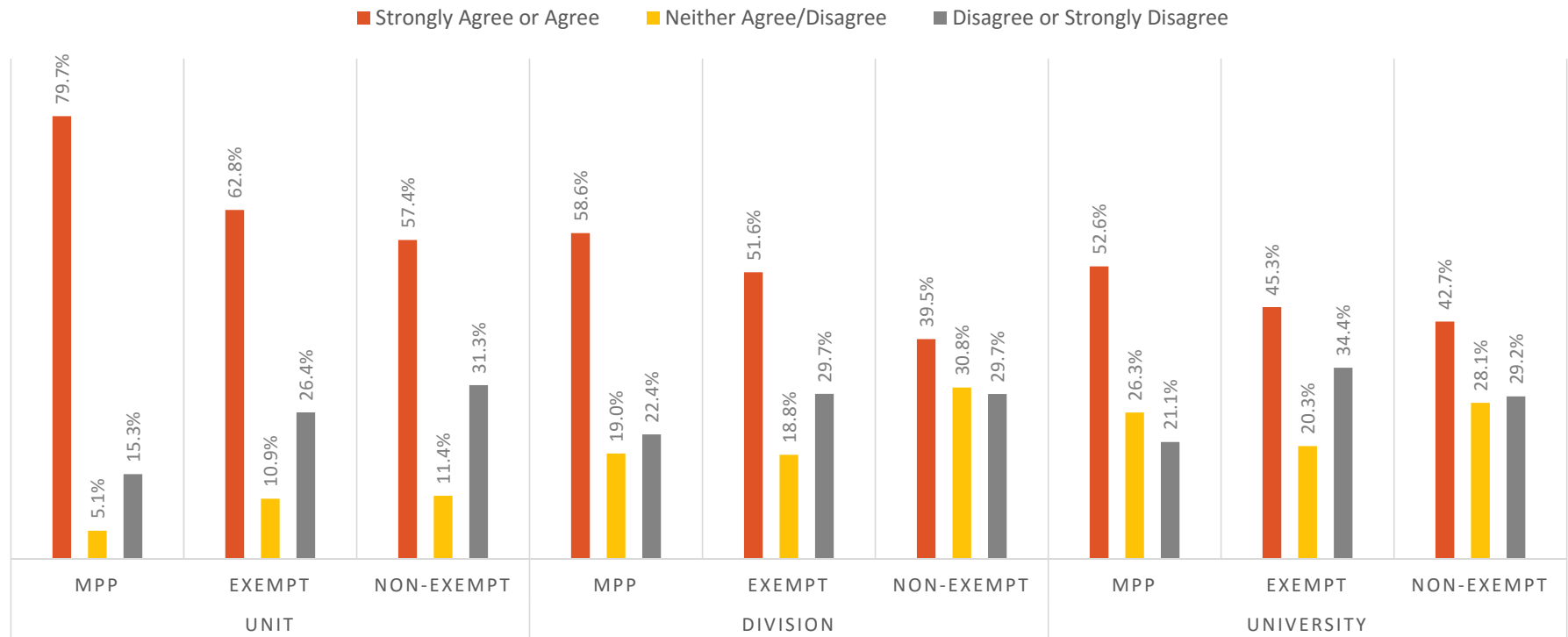
# Leadership has communicated a clear direction.



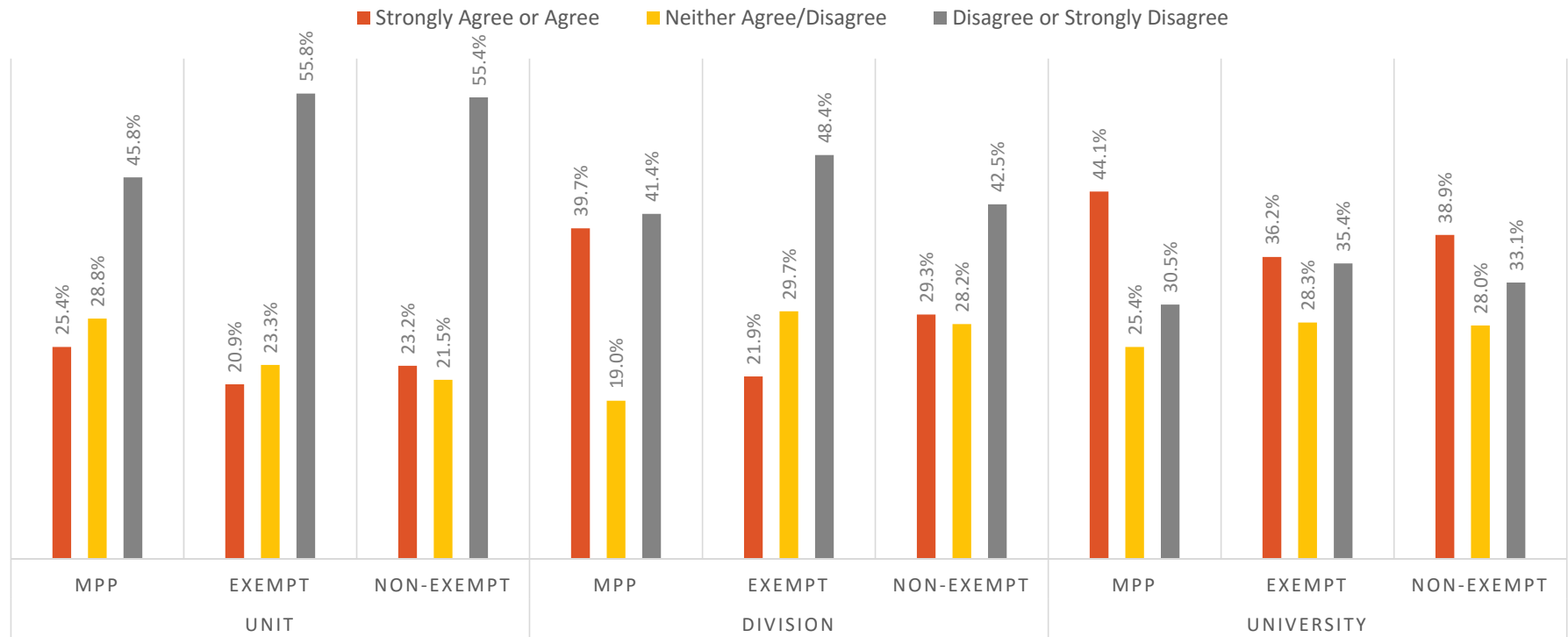
# I believe diversity is valued.



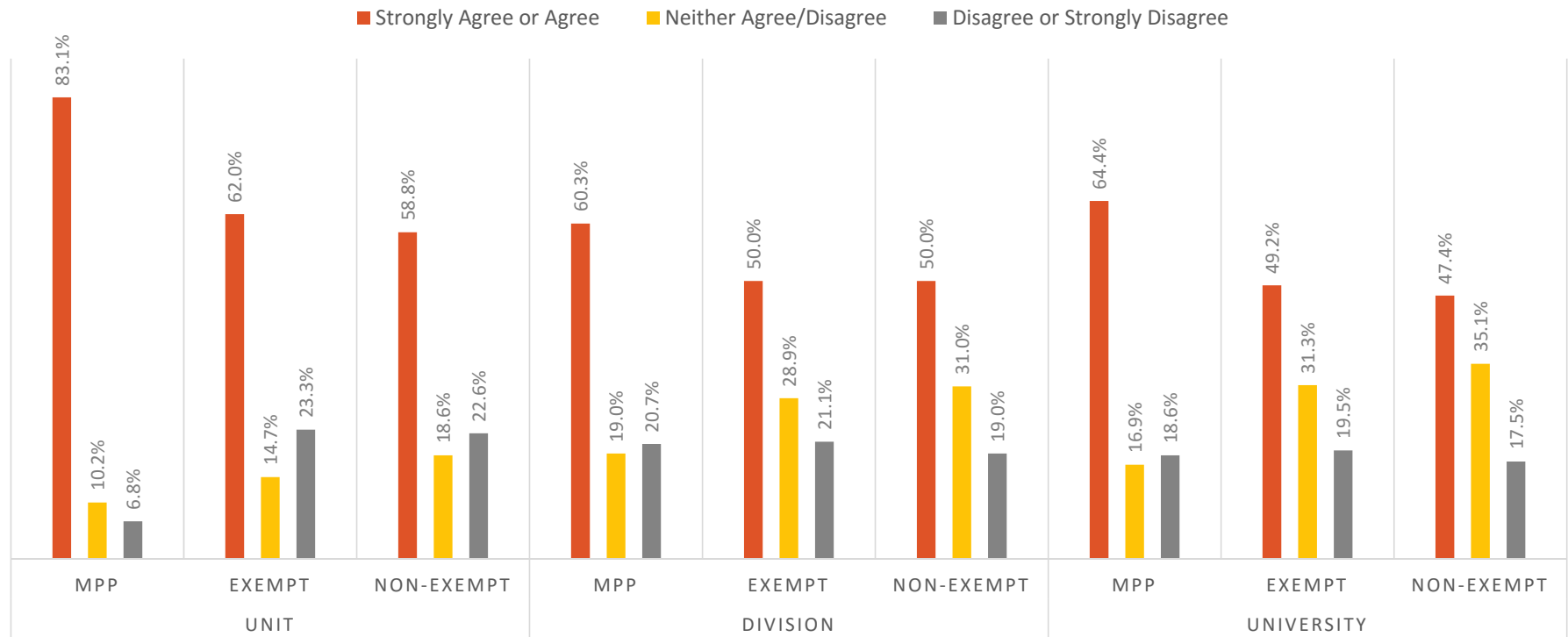
# I feel safe expressing my opinion without fear of consequences or retribution.



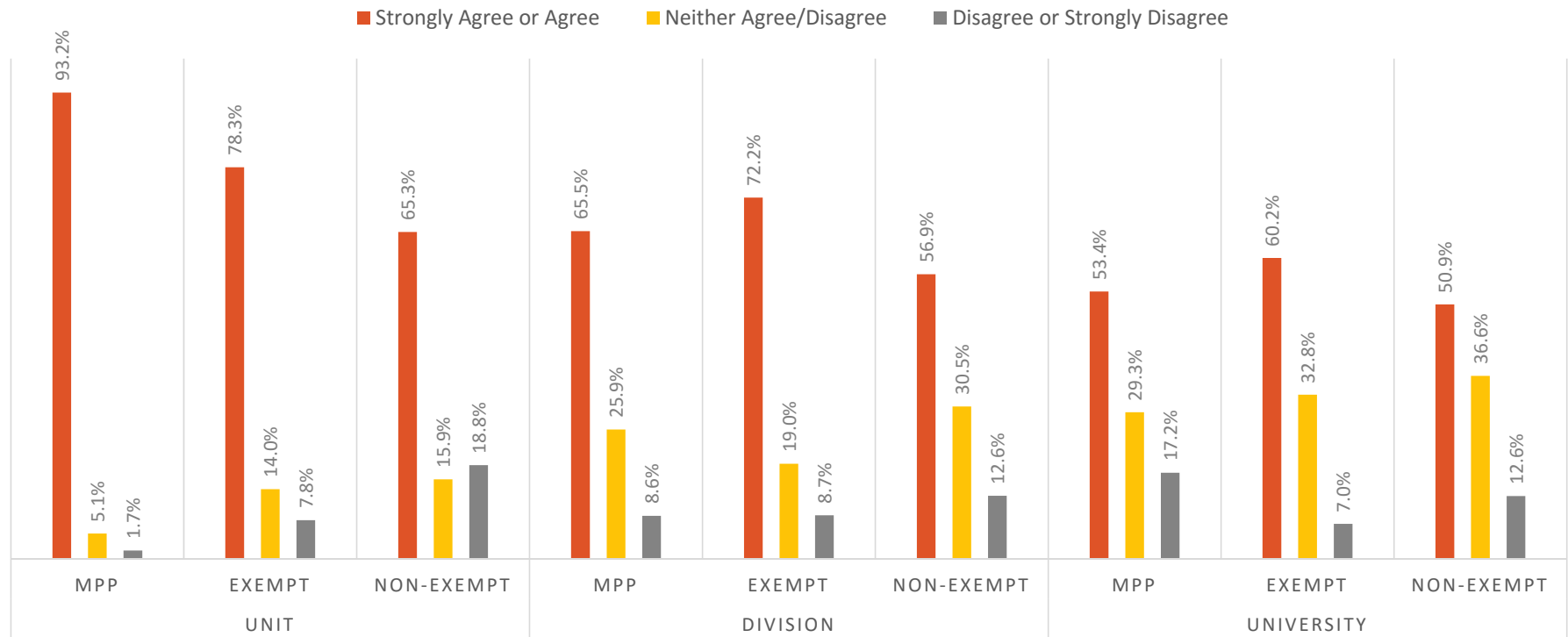
# There is opportunity for advancement at CSU, Chico.



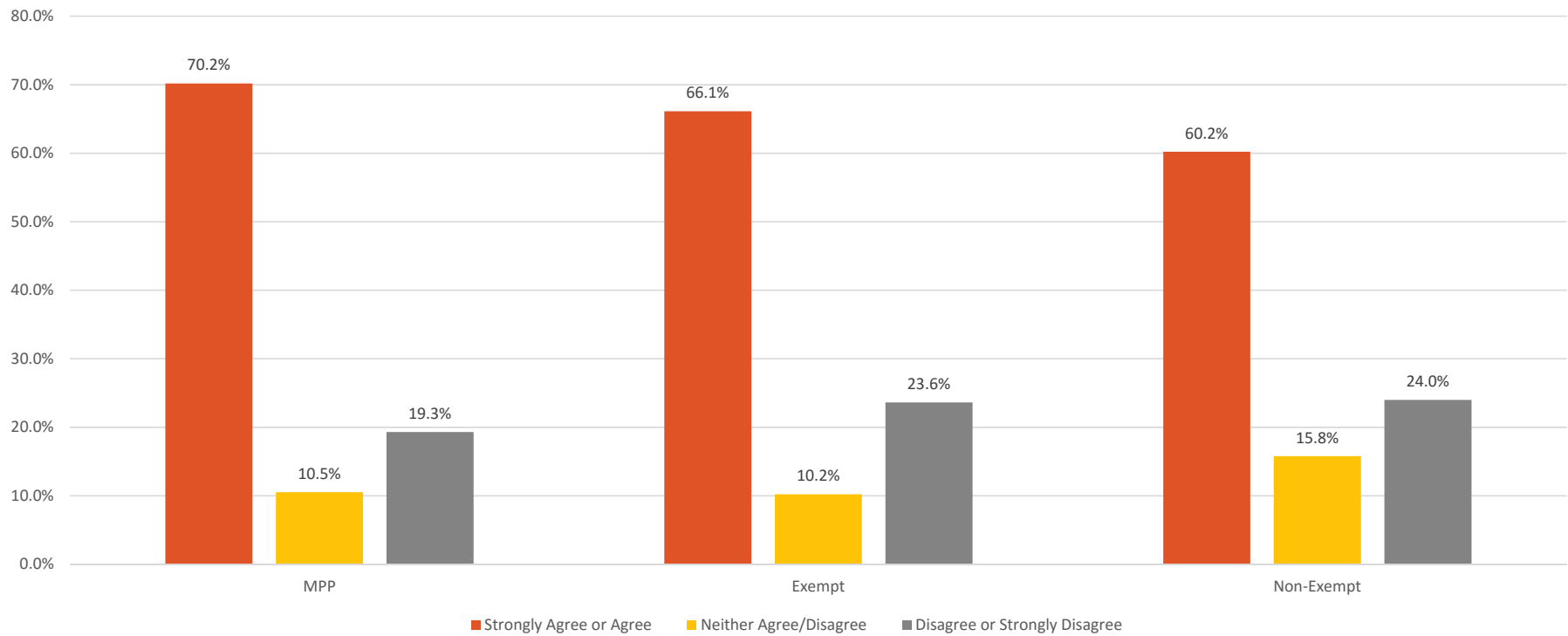
# New policies and procedures are communicated in a timely manner.



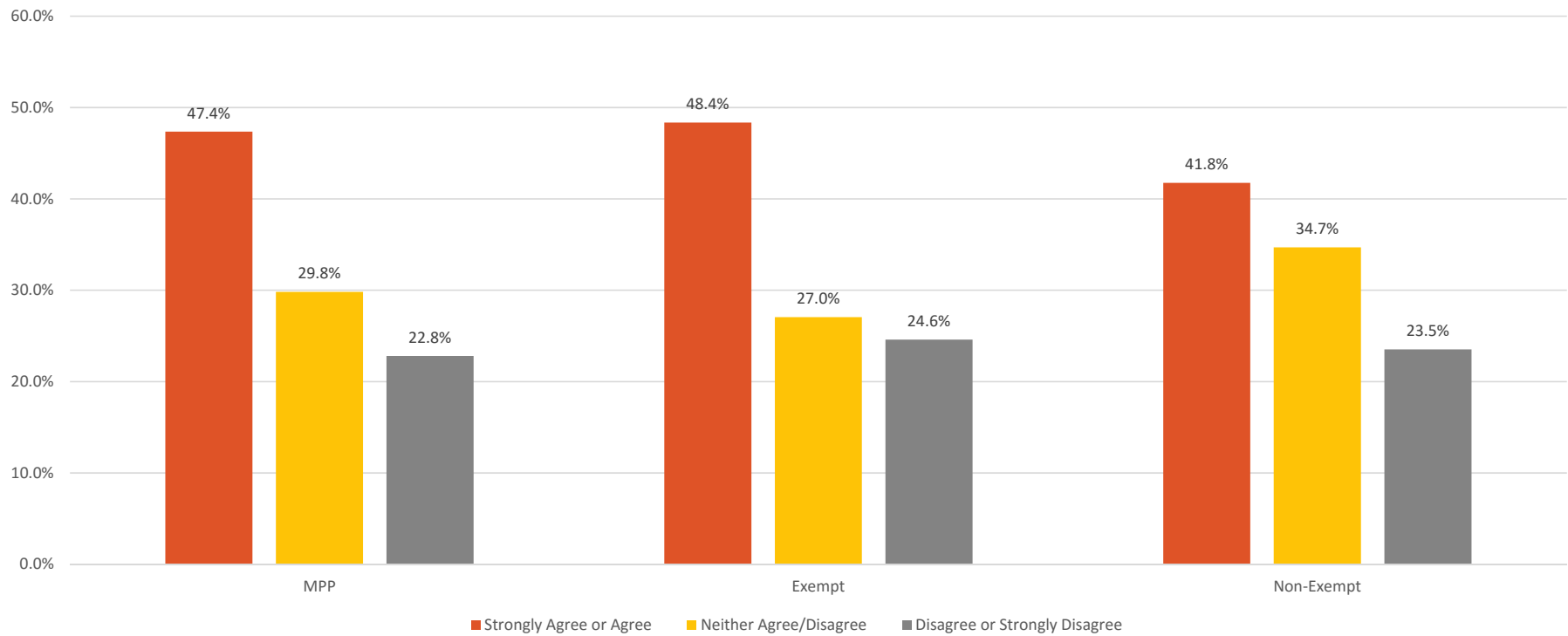
# Policies and procedures are followed.



# I have been given growth and learning opportunities during the last year.

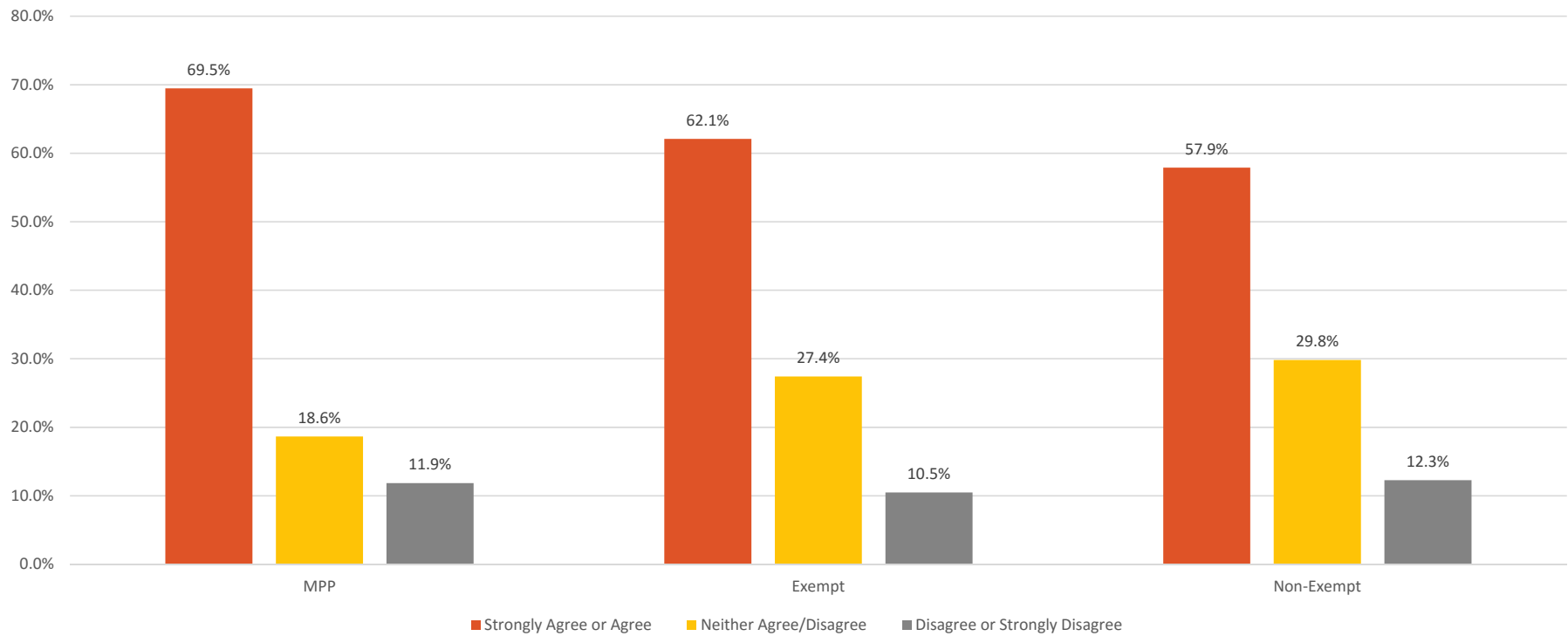


The faculty and staff, as a whole, have timely access to information necessary for faculty and staff to give input into decision-making.

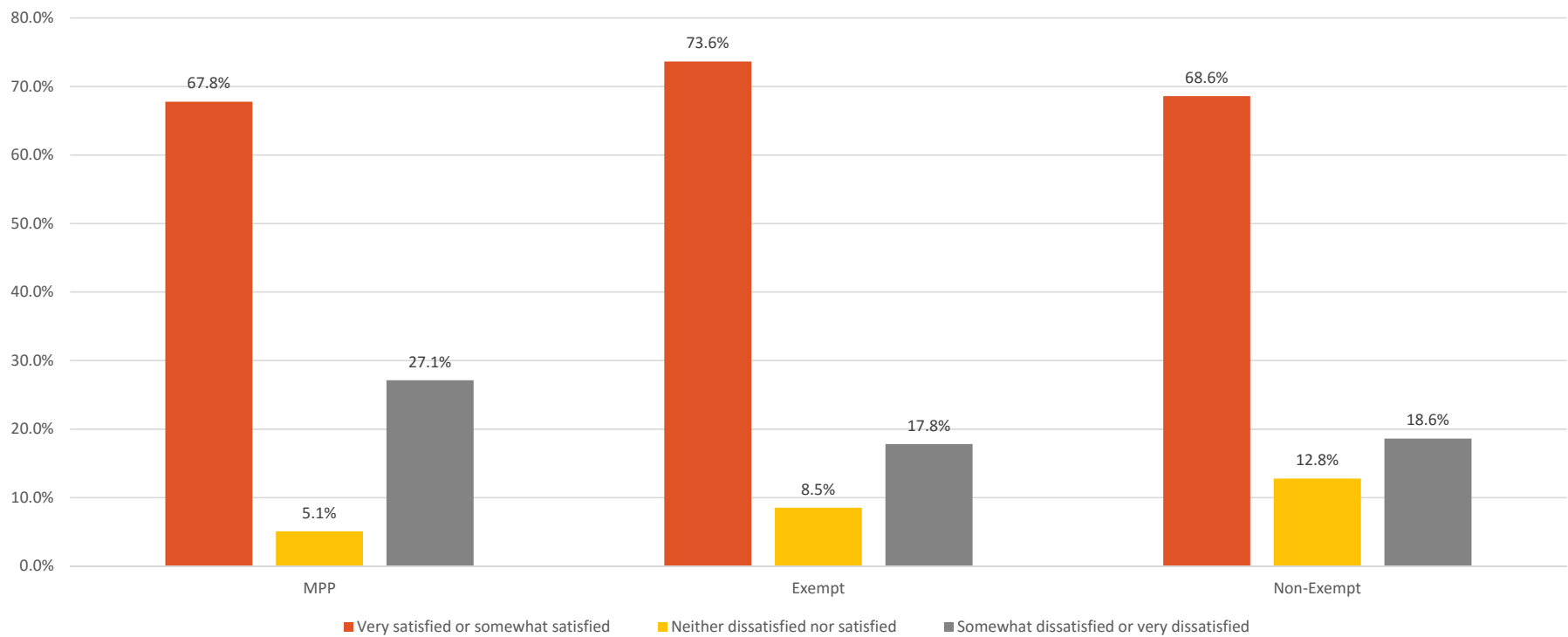




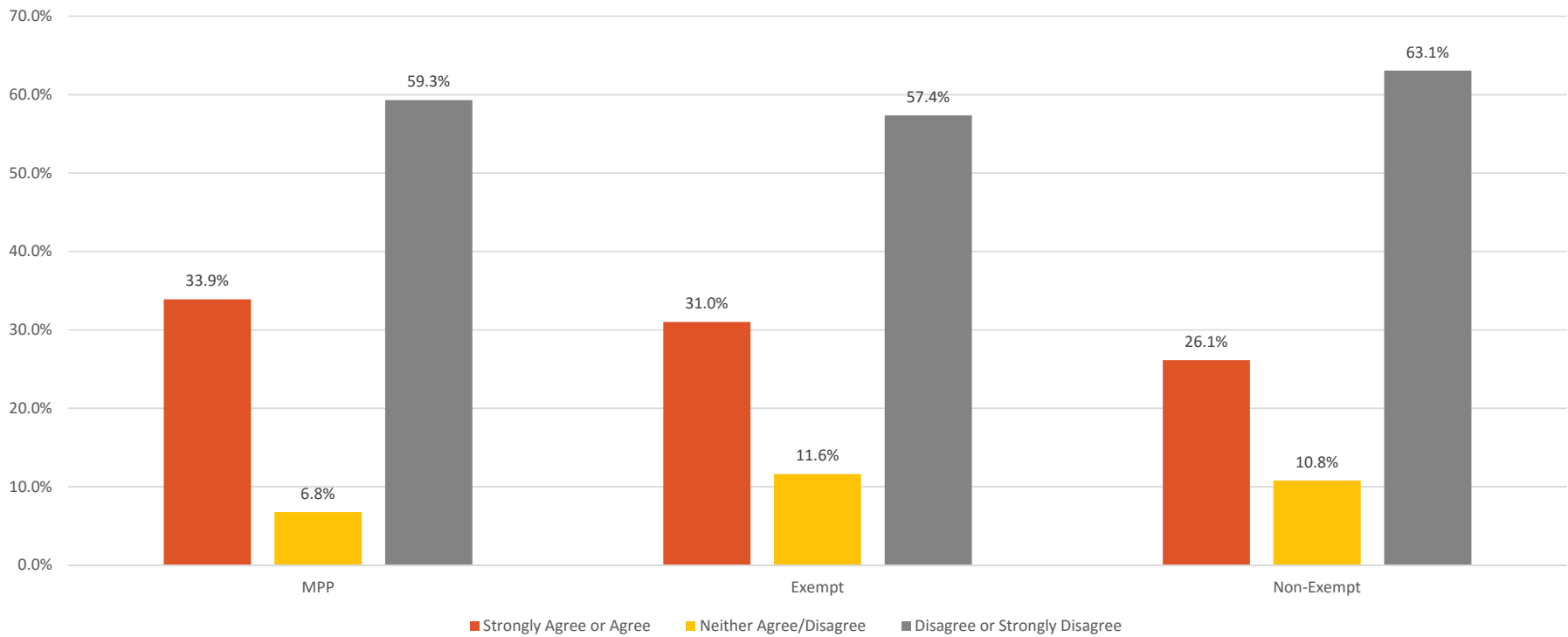
# I feel CSU, Chico is succeeding at prioritizing diversity issues.



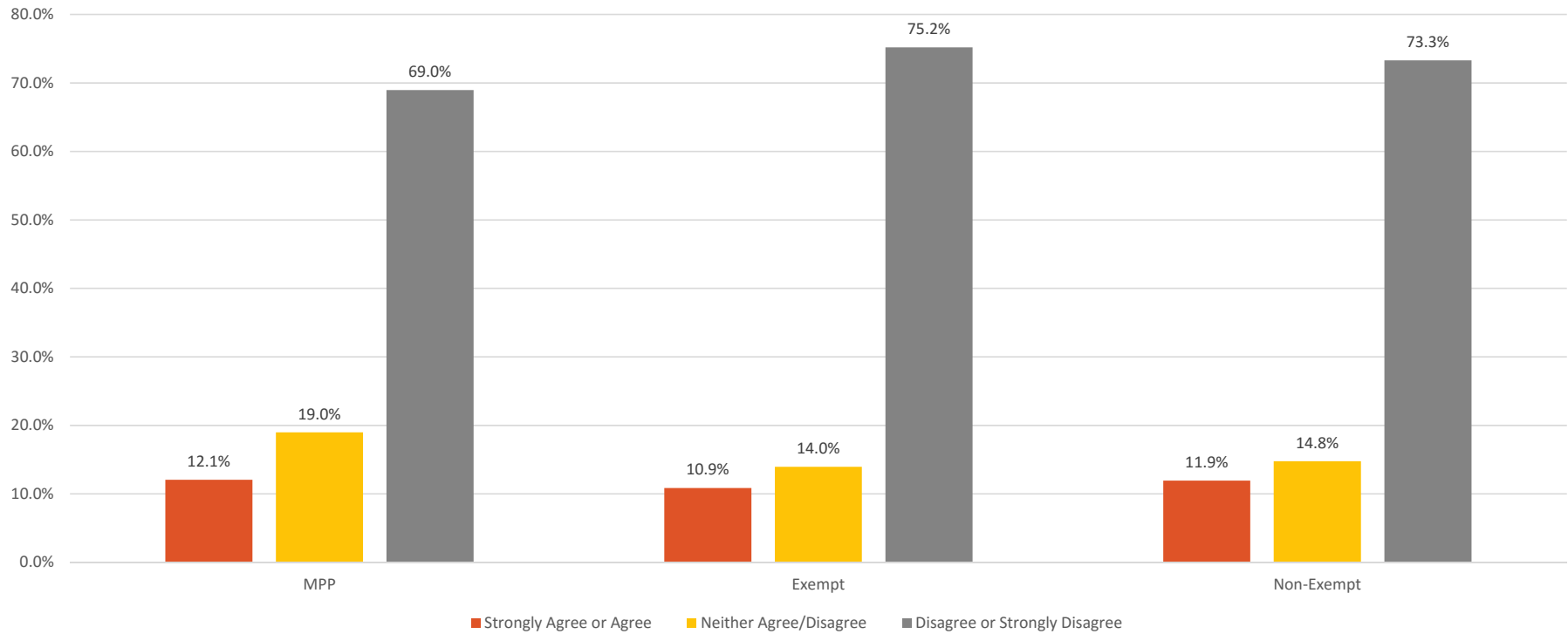
# How satisfied are you with the physical maintenance of facilities?



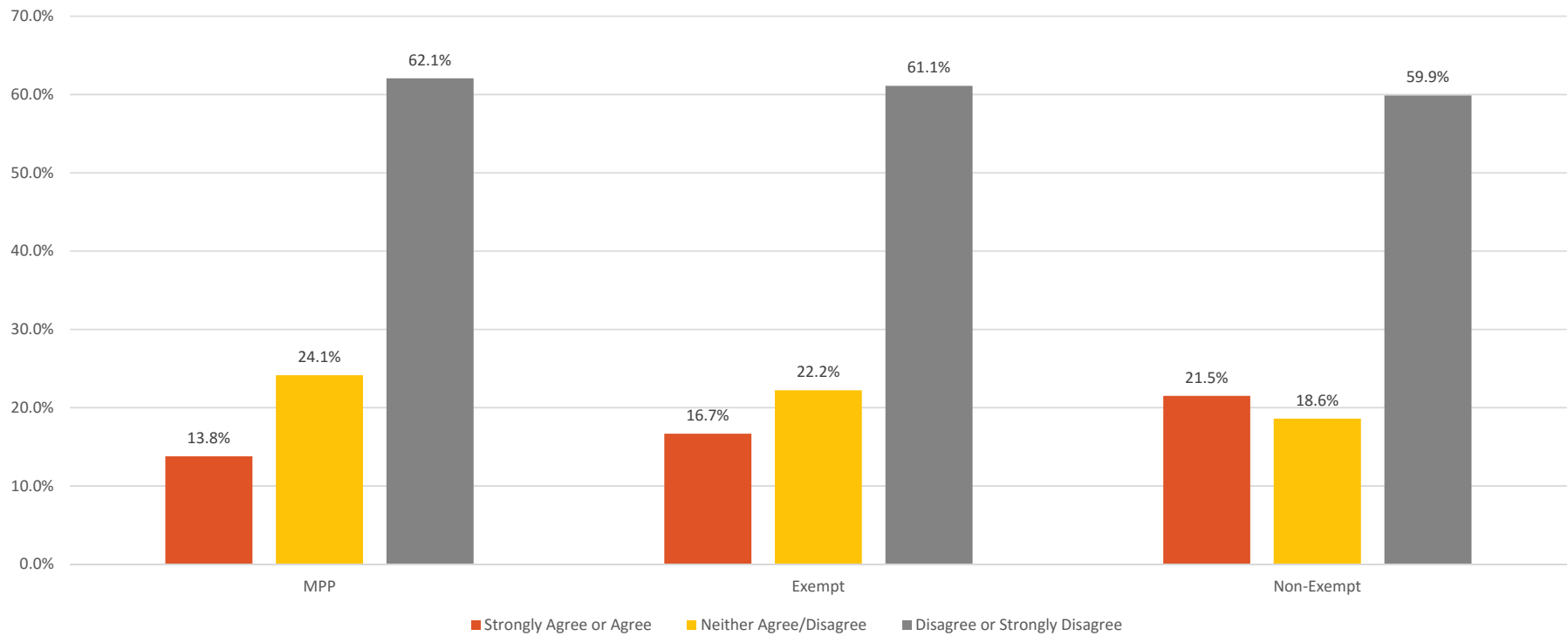
# My salary is in line with my job duties and workload.



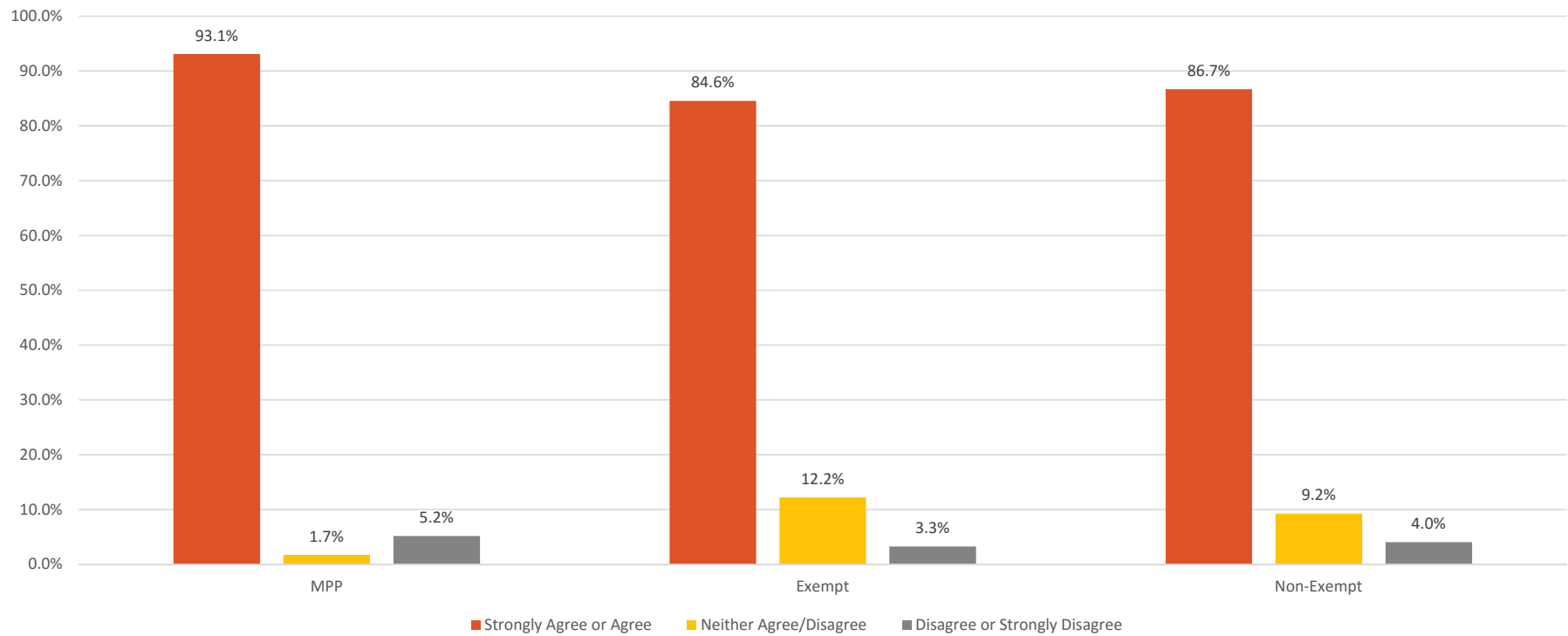
# There are fair and equitable opportunities for salary increases.



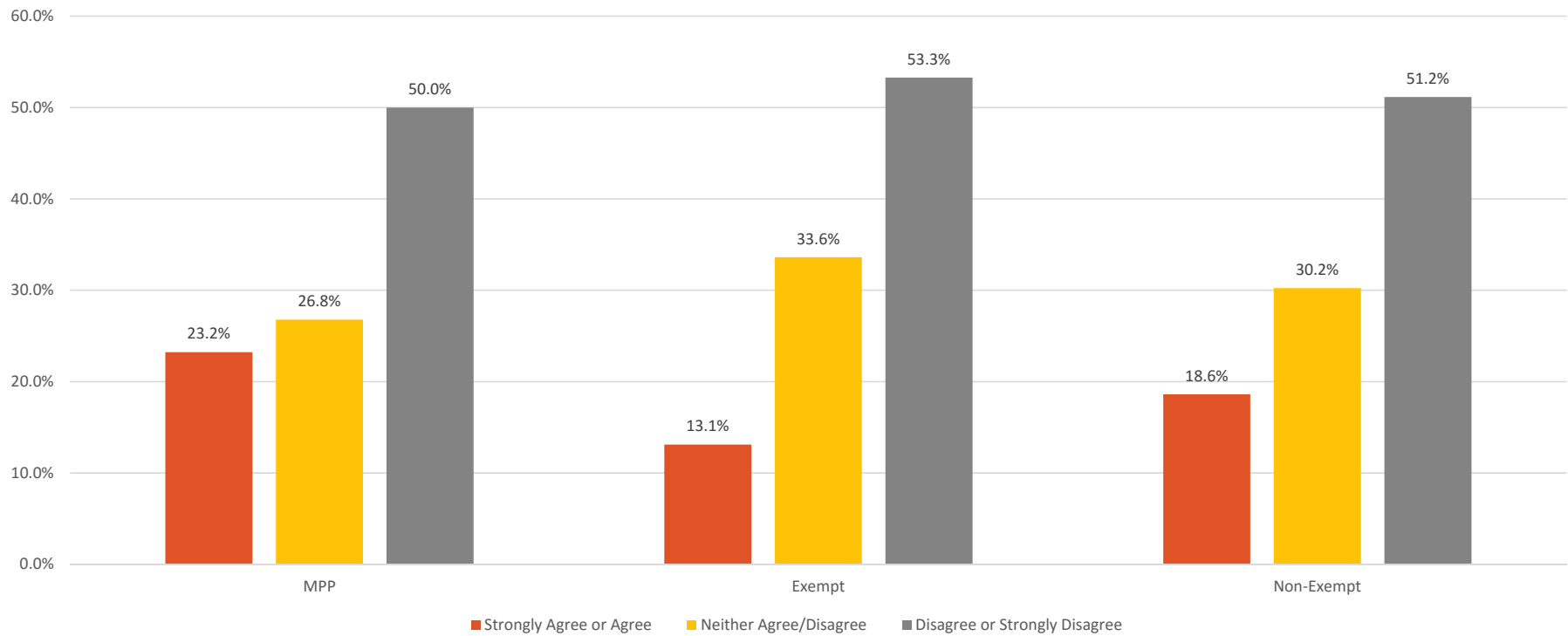
# CSU, Chico offers a competitive salary compared to other employment opportunities.



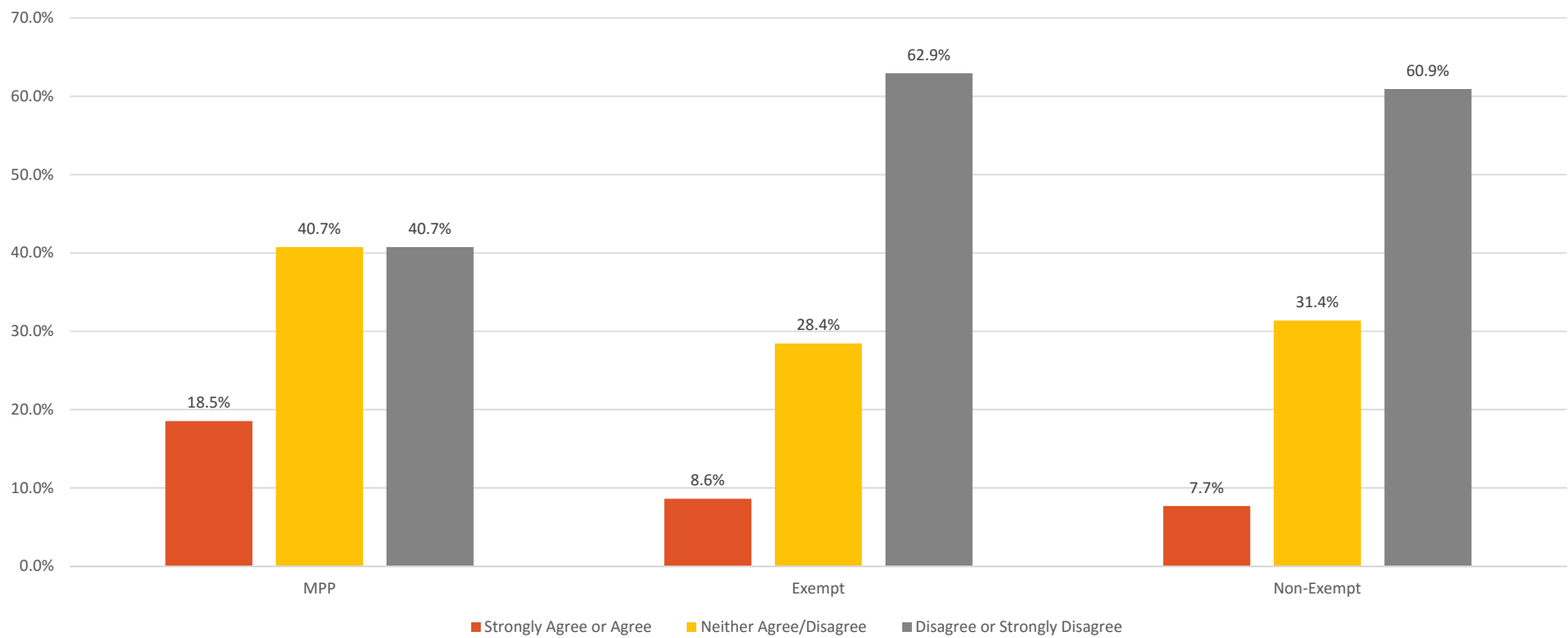
# CSU, Chico offers a competitive benefits package compared to other employment opportunities.



# Staff promotions/advancements to new positions on campus provide for appropriate salary increases.

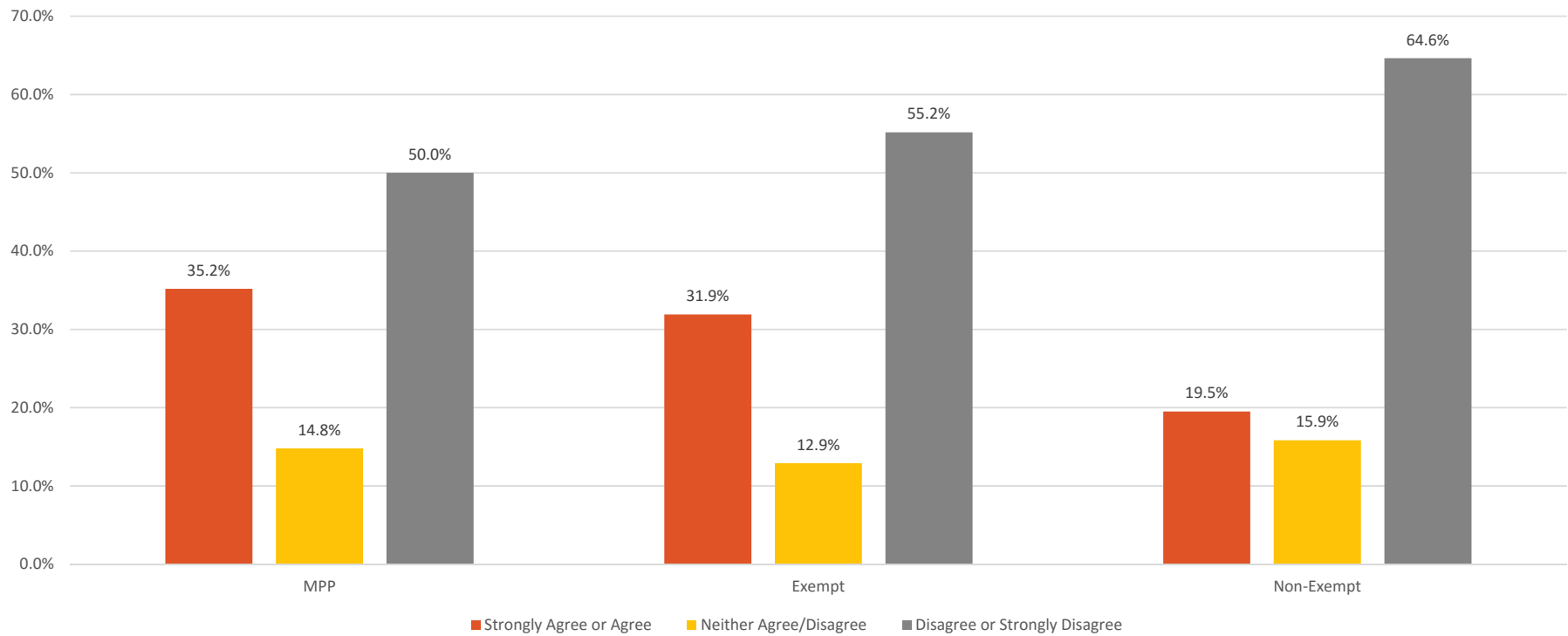


# The In-Range Progression (IRP) process and Reclassification process are implemented equitably and fairly.

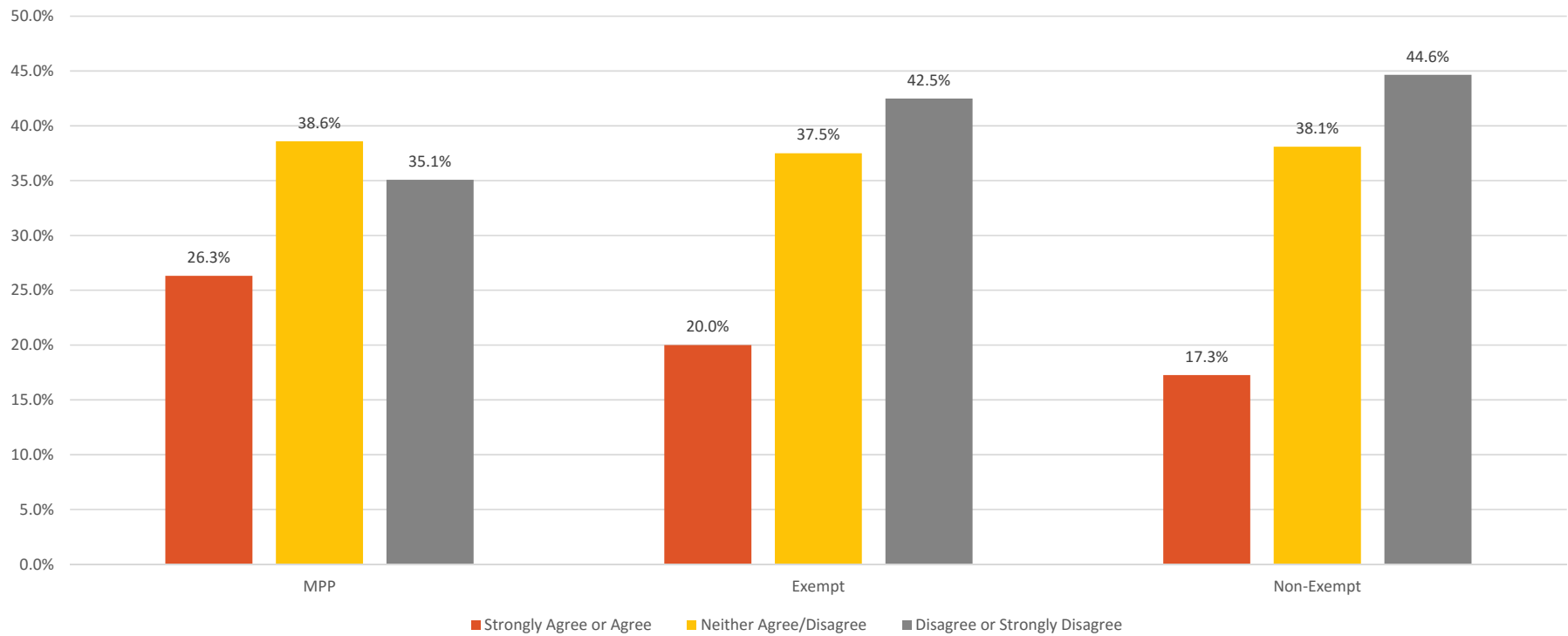




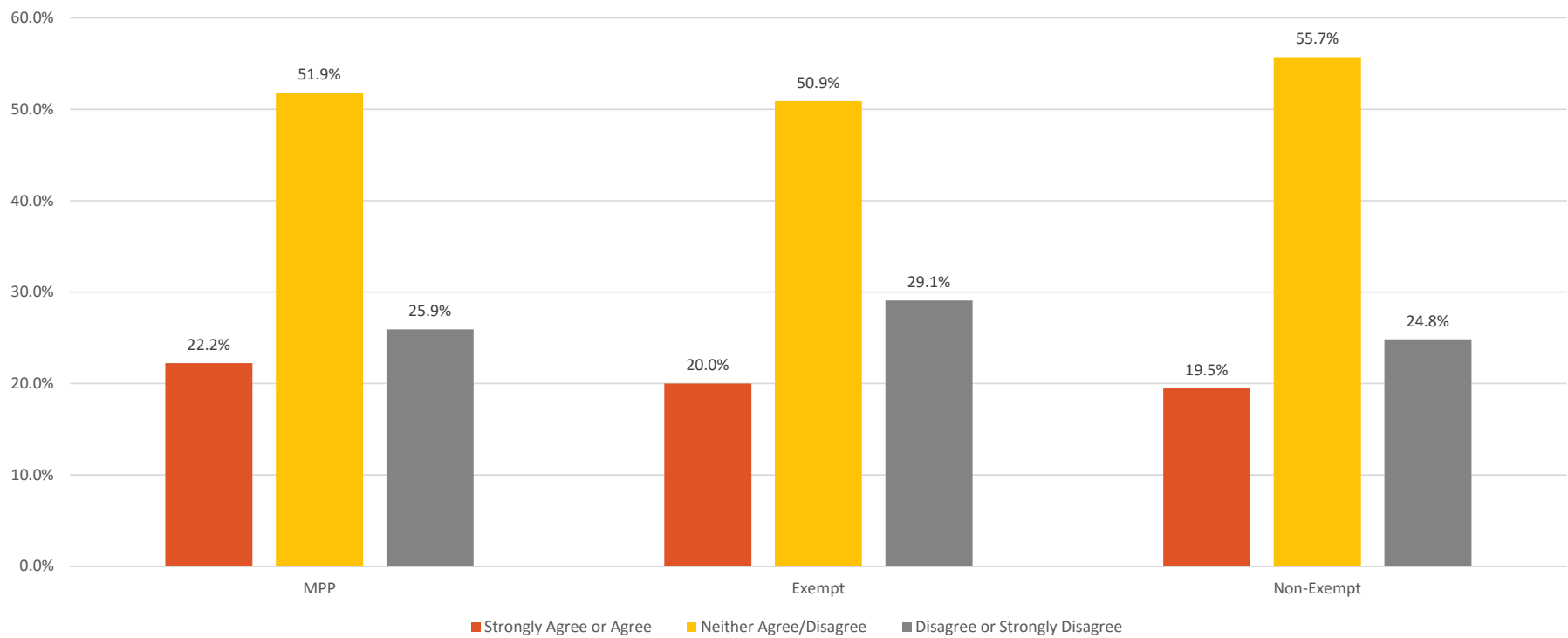
# I am satisfied with the availability of campus parking.



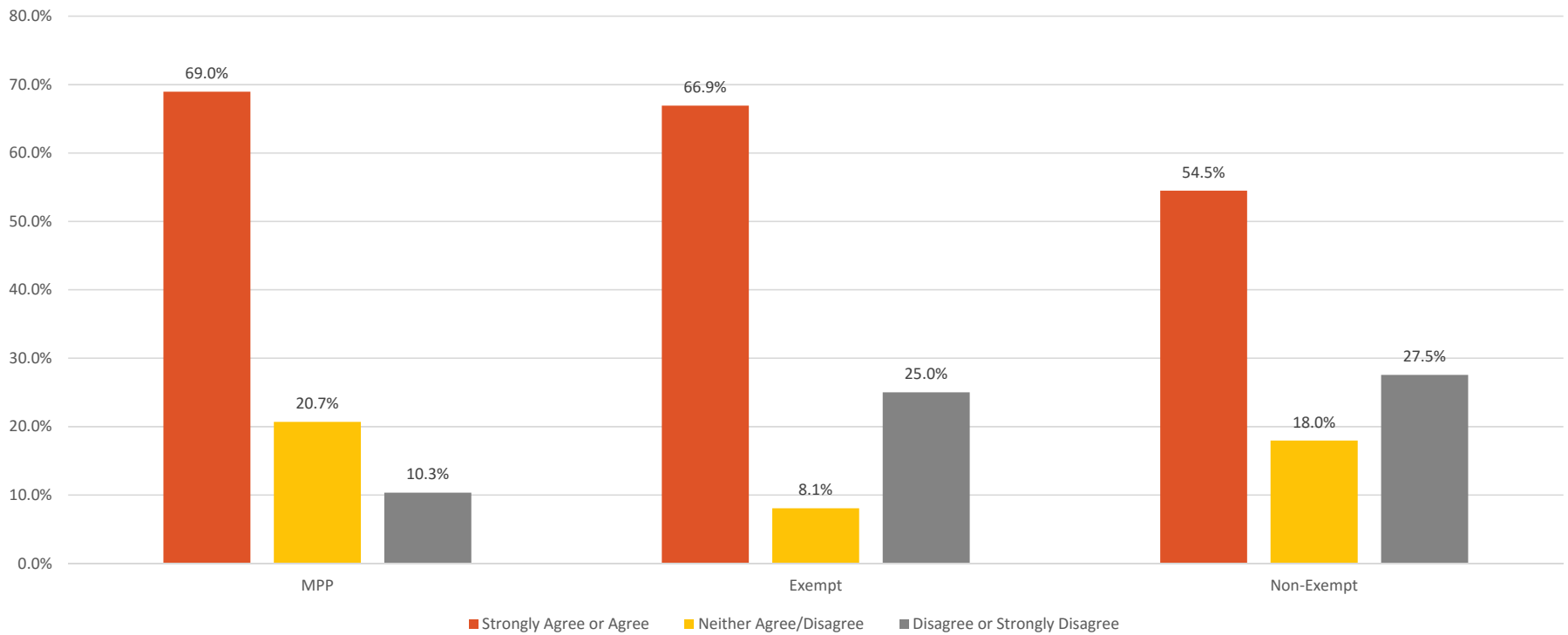
# Space allocation and use is fair and consistent across campus.



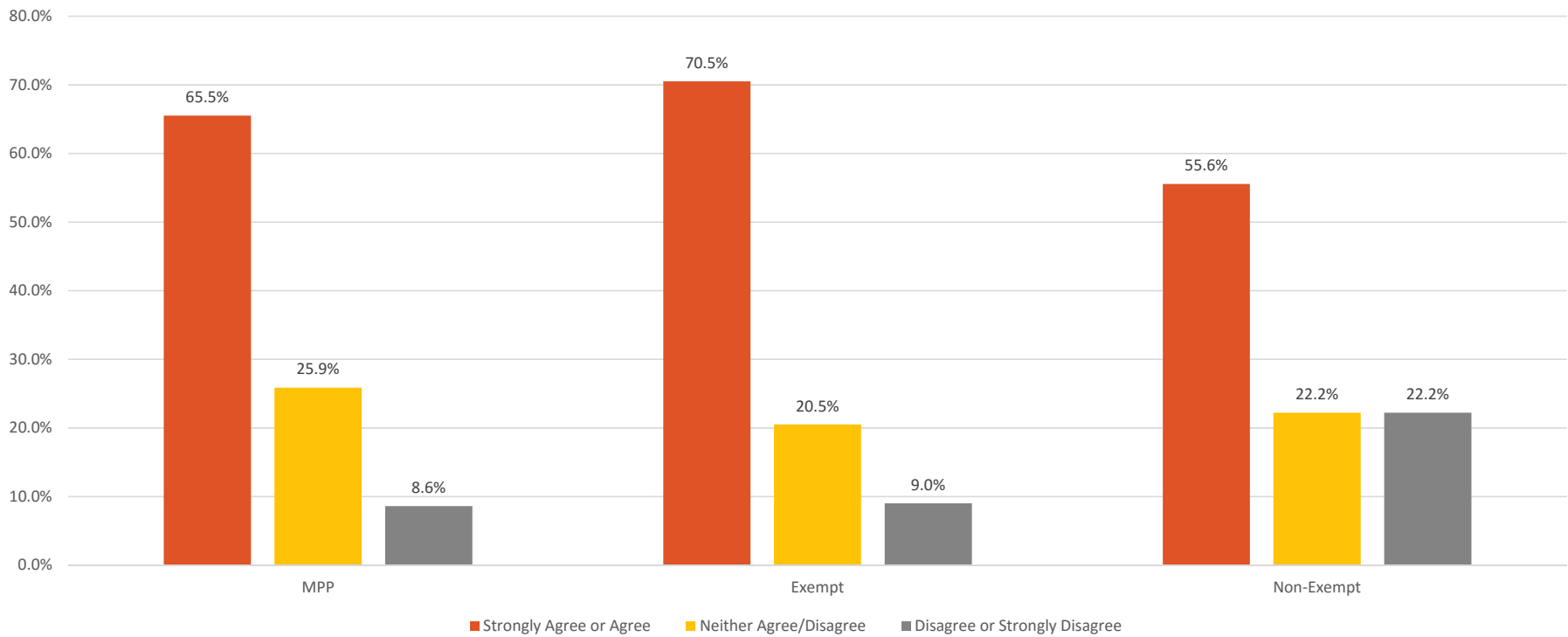
# The implementation of campus facility-use charges balances campus resource requirements with community needs.



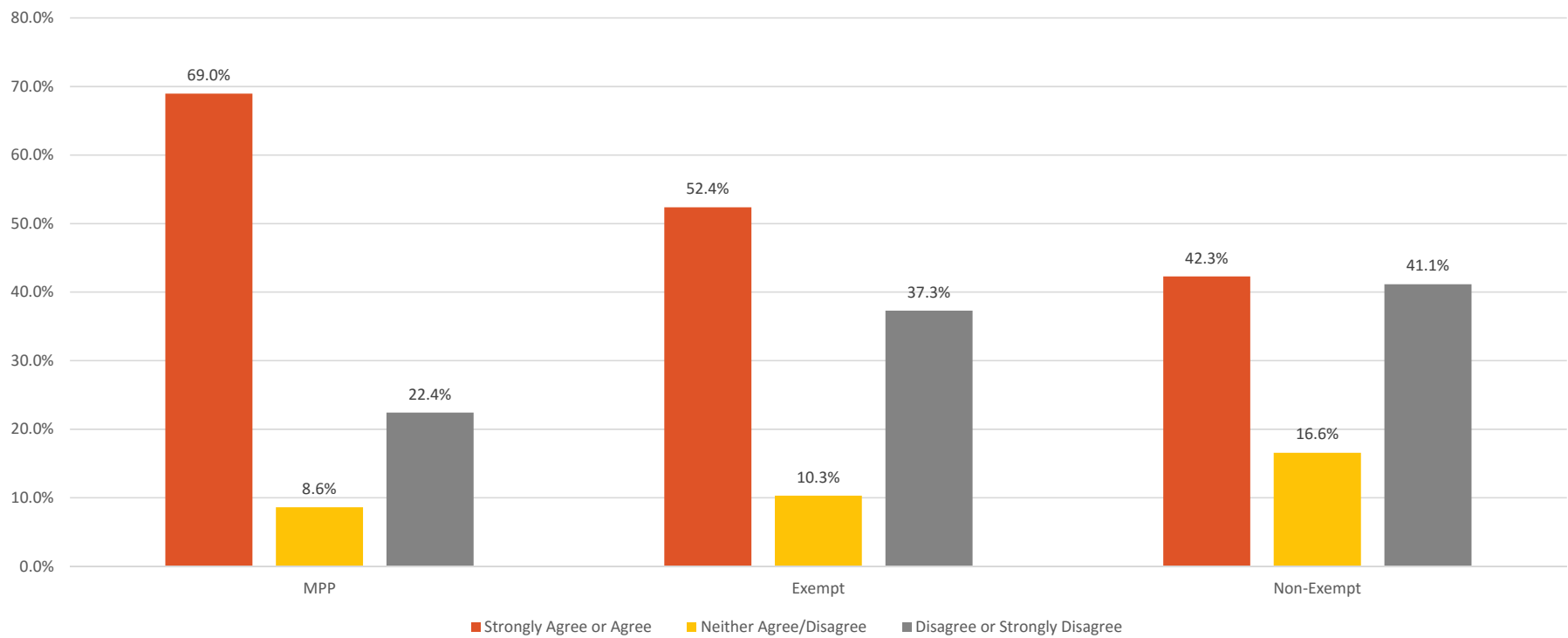
# My performance reviews are conducted on a regular basis.



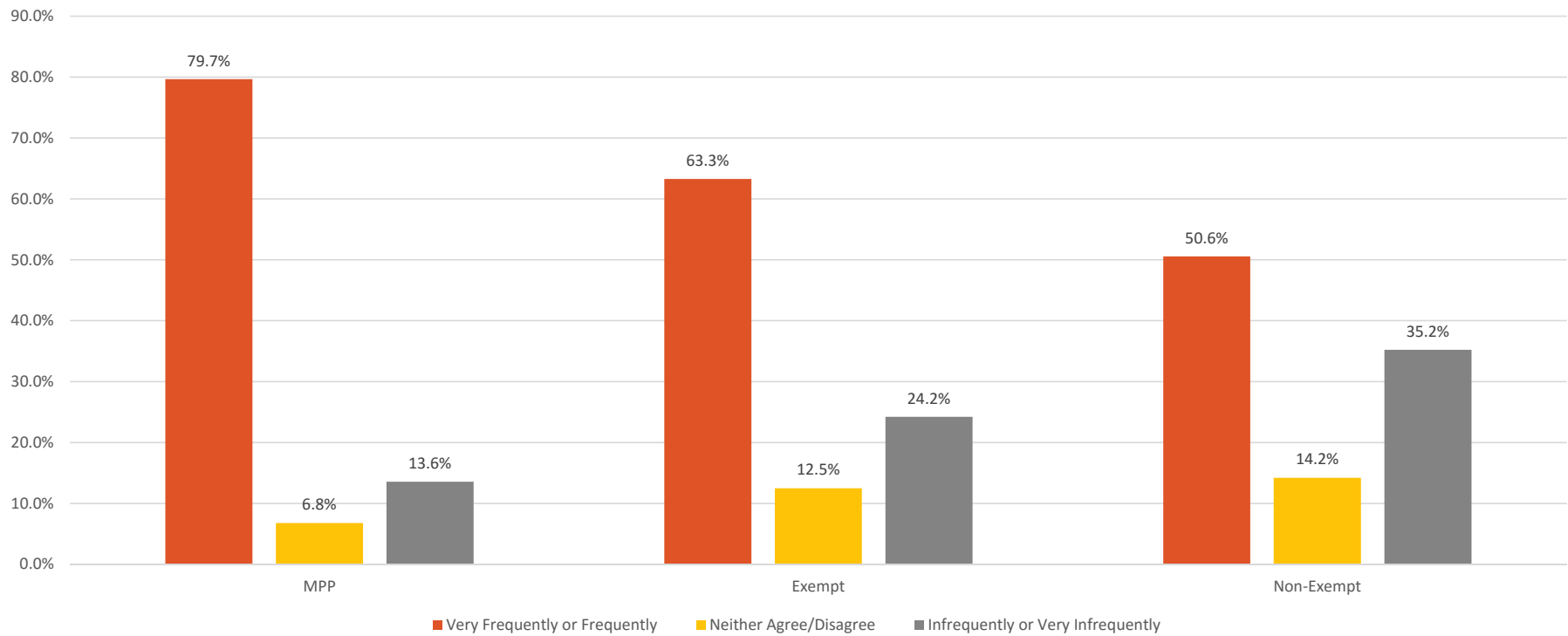
# Performance evaluations/reviews are fair and equitable.



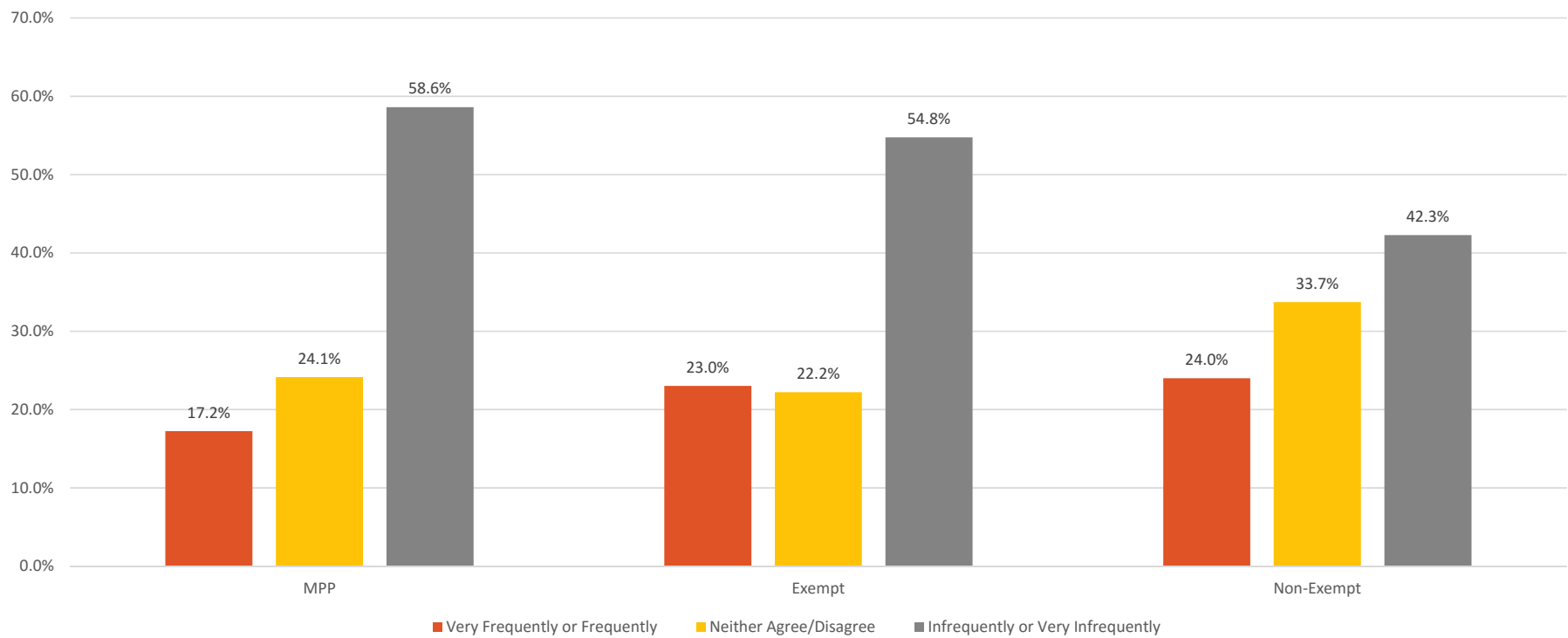
# My position is properly classified and reflects my duties accurately.



# How often does your work cause you stress?

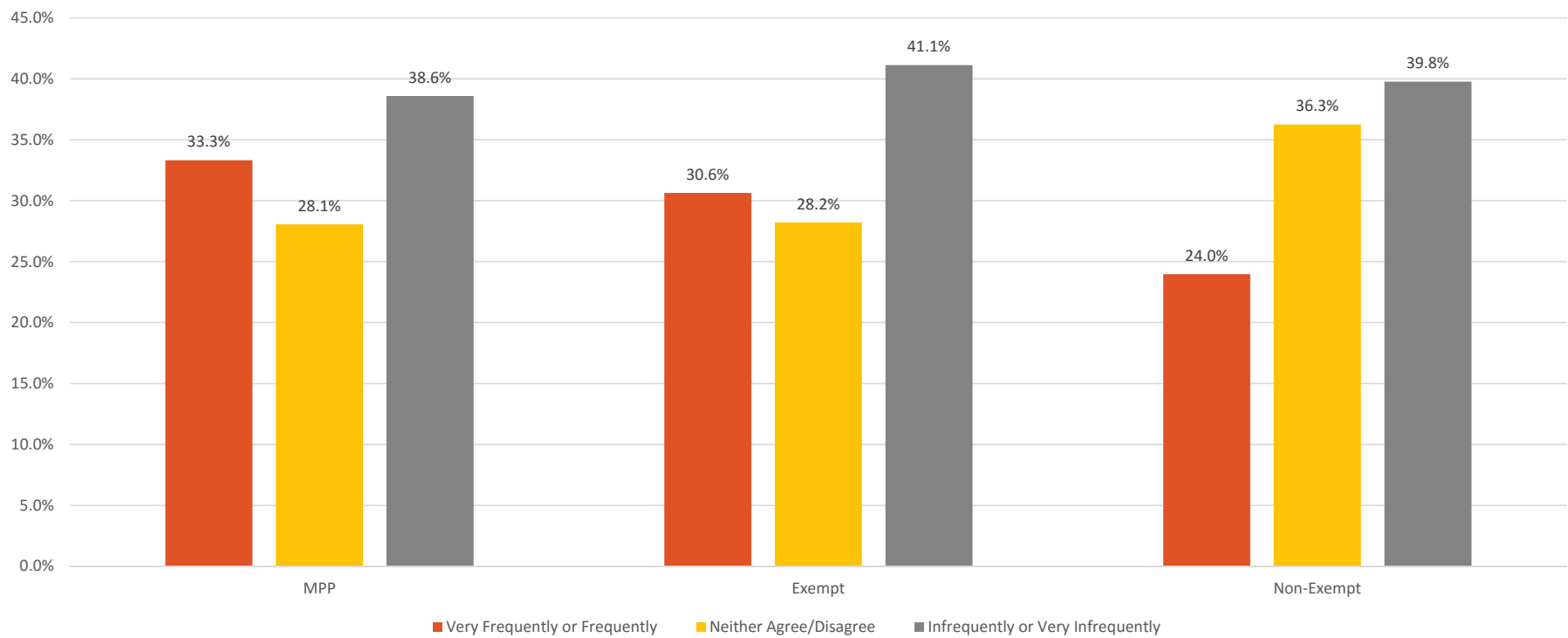


# I feel excluded from an informal network in my department/unit.

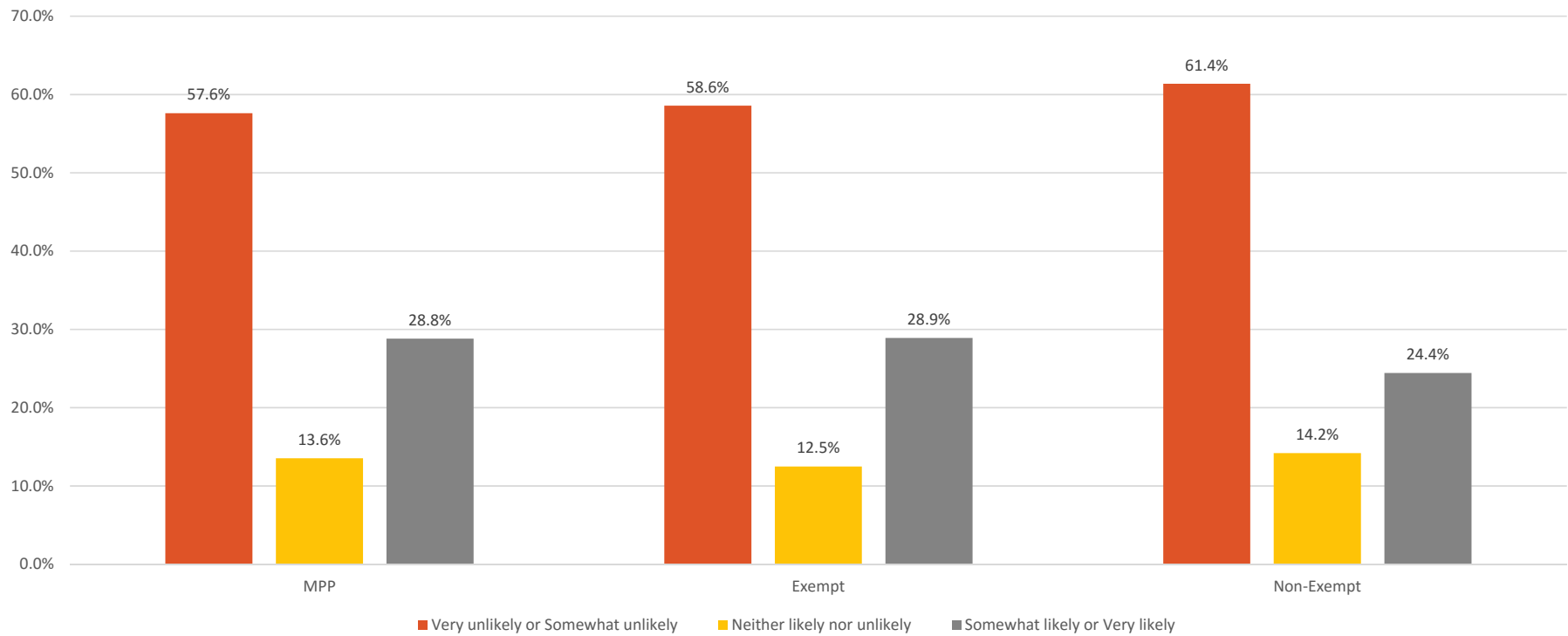




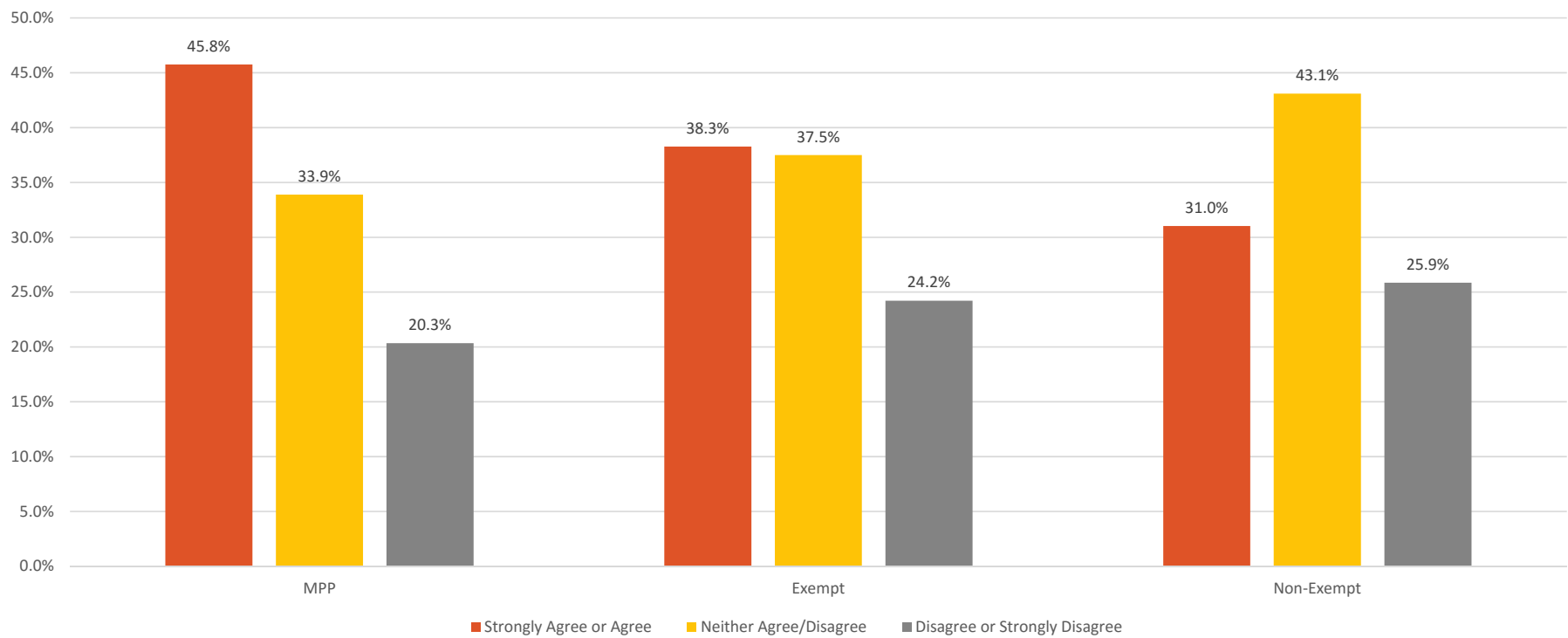
# I have to work harder than some of my colleagues to be taken seriously.



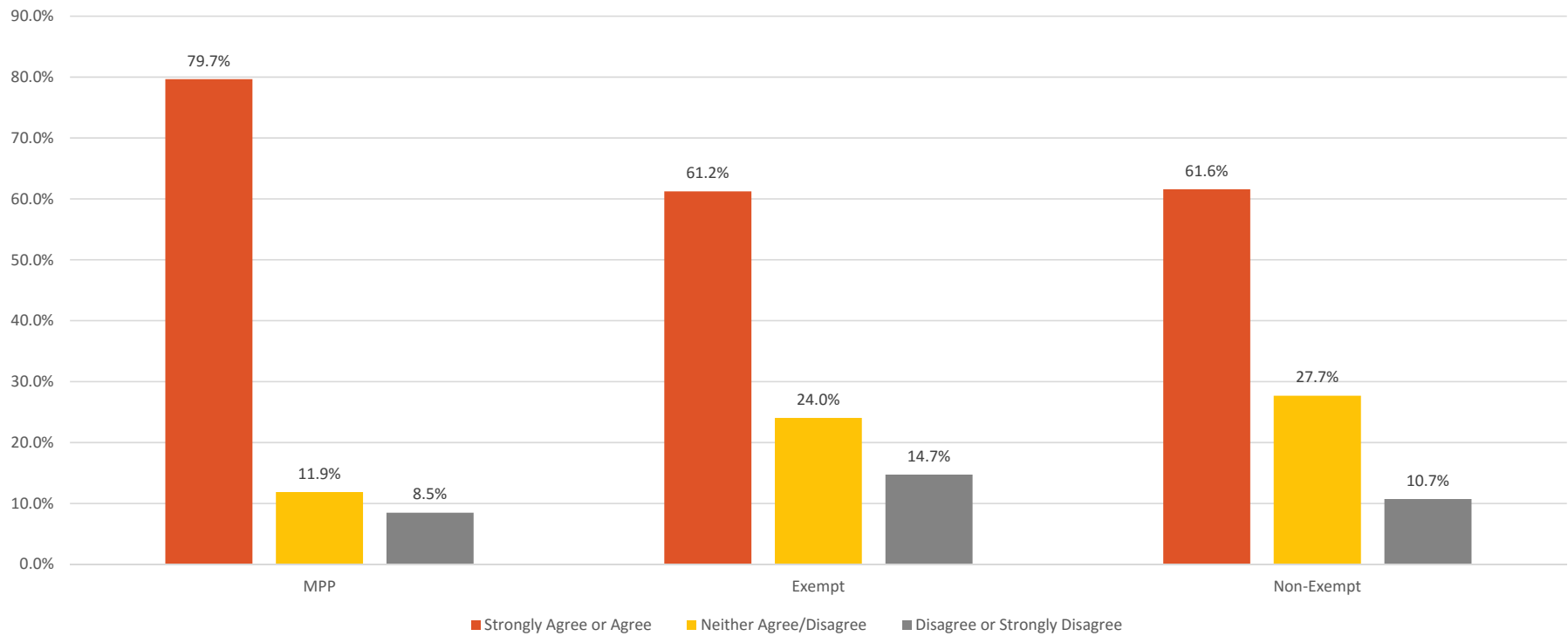
# In the next three years, how likely are you to leave CSU, Chico, excluding retirement?



# I believe my answers on this year's survey will make a positive impact towards change at CSU, Chico.



I would recommend CSU, Chico as a place of employment to those I care about.



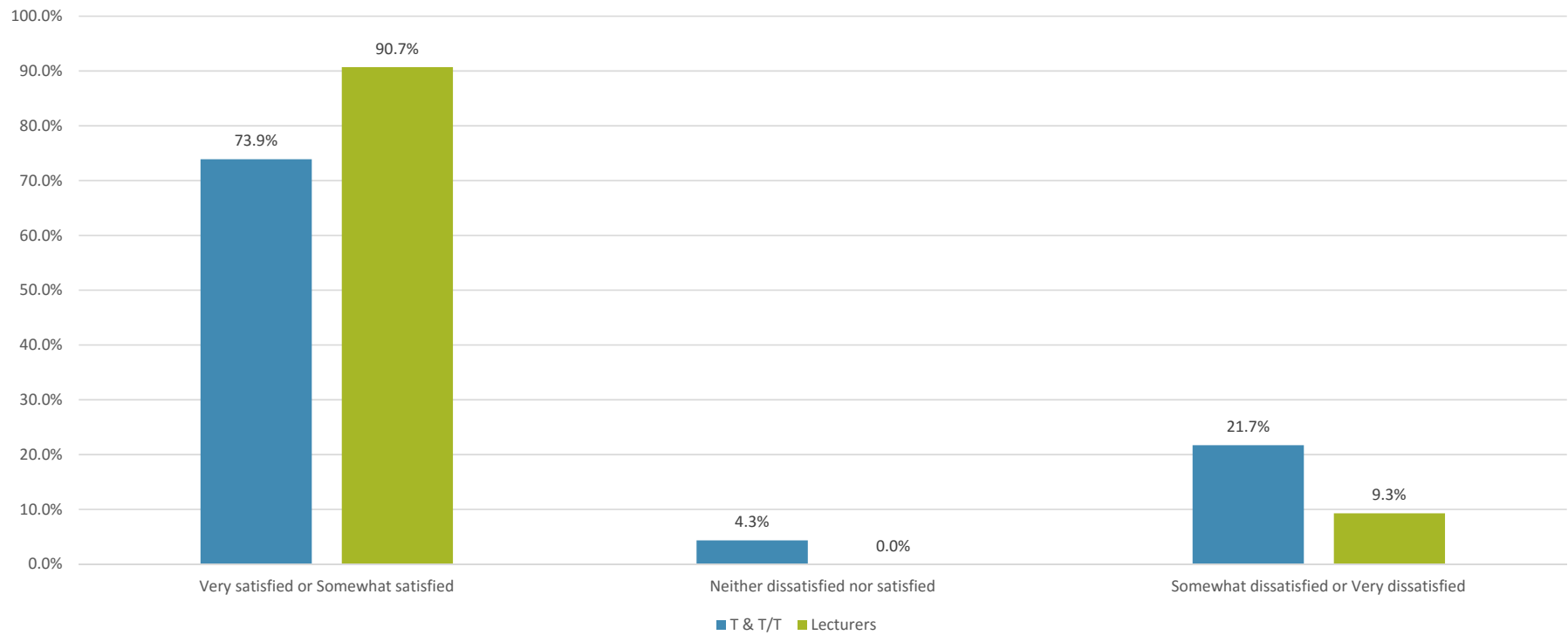
# Section Ten

Faculty Responses by Tenure-Track/Tenured and Lecturer

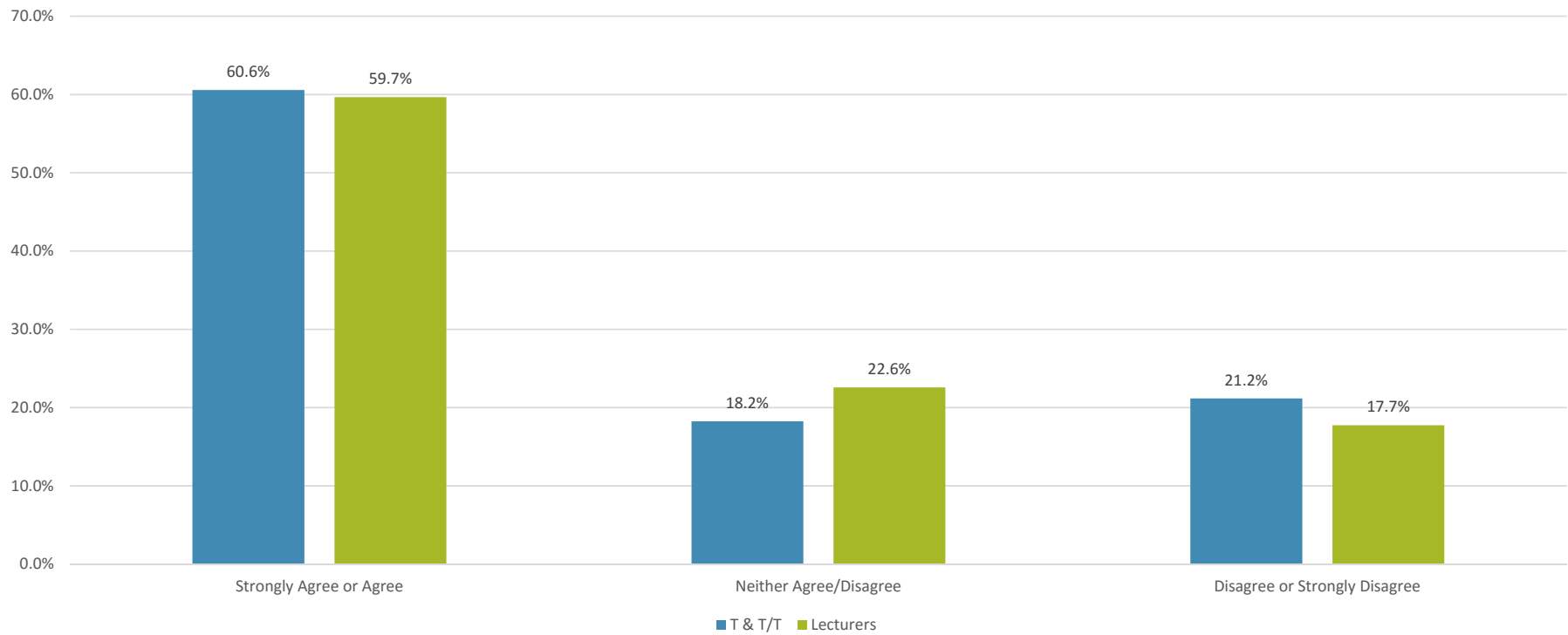
# Faculty Responses by Position

- All faculty completed the same version of the survey. In order to better understand differences among categories of faculty, we disaggregated into two categories: tenure and tenure-track faculty, and lecturer faculty.
- The following charts report responses based on those two categories.
- These responses are from the 2018 climate survey only.

# Overall, how satisfied are you working at CSU, Chico?

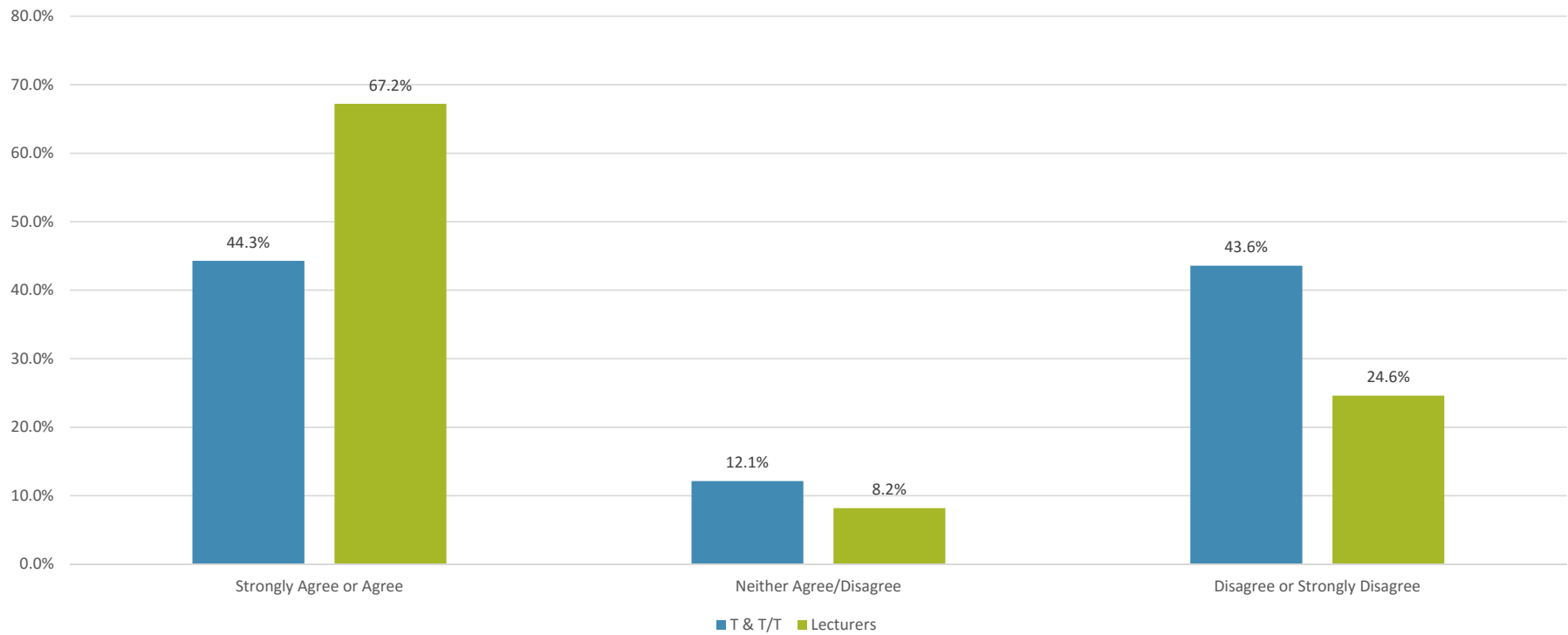


# I am optimistic about the future of my career at CSU, Chico.

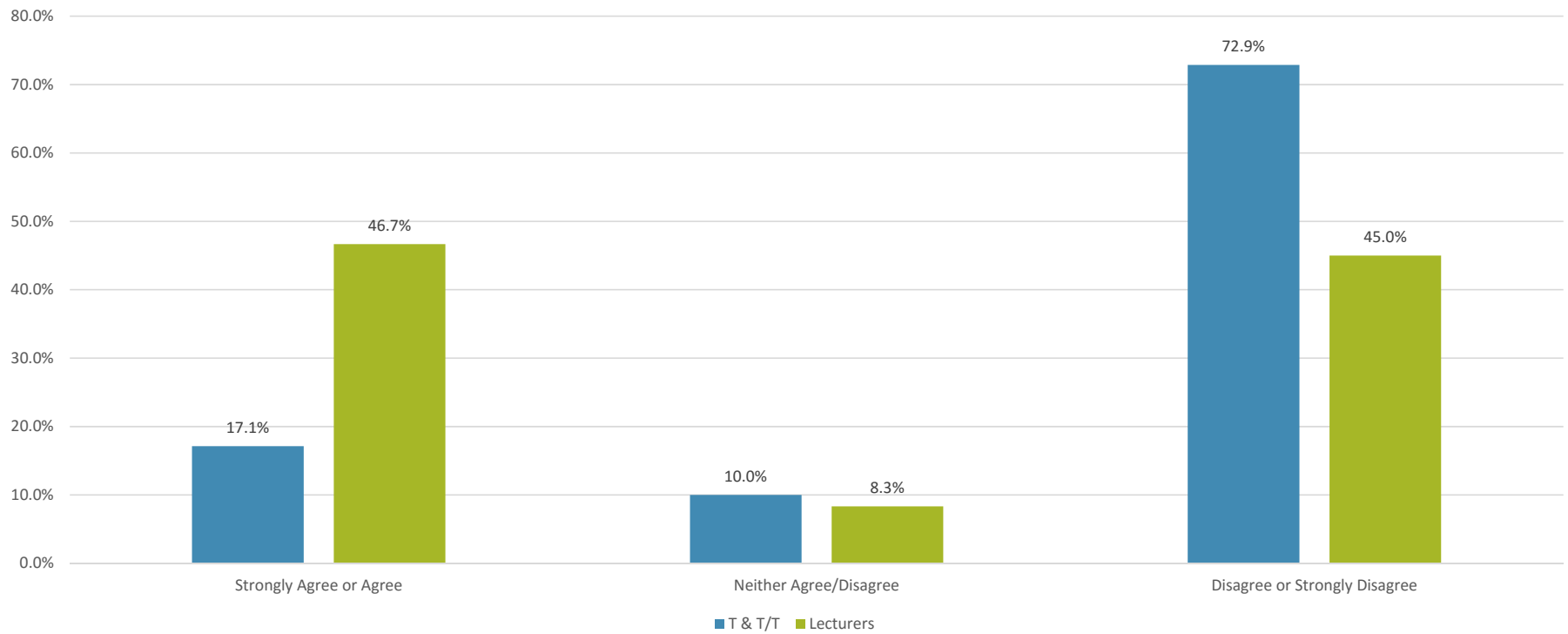




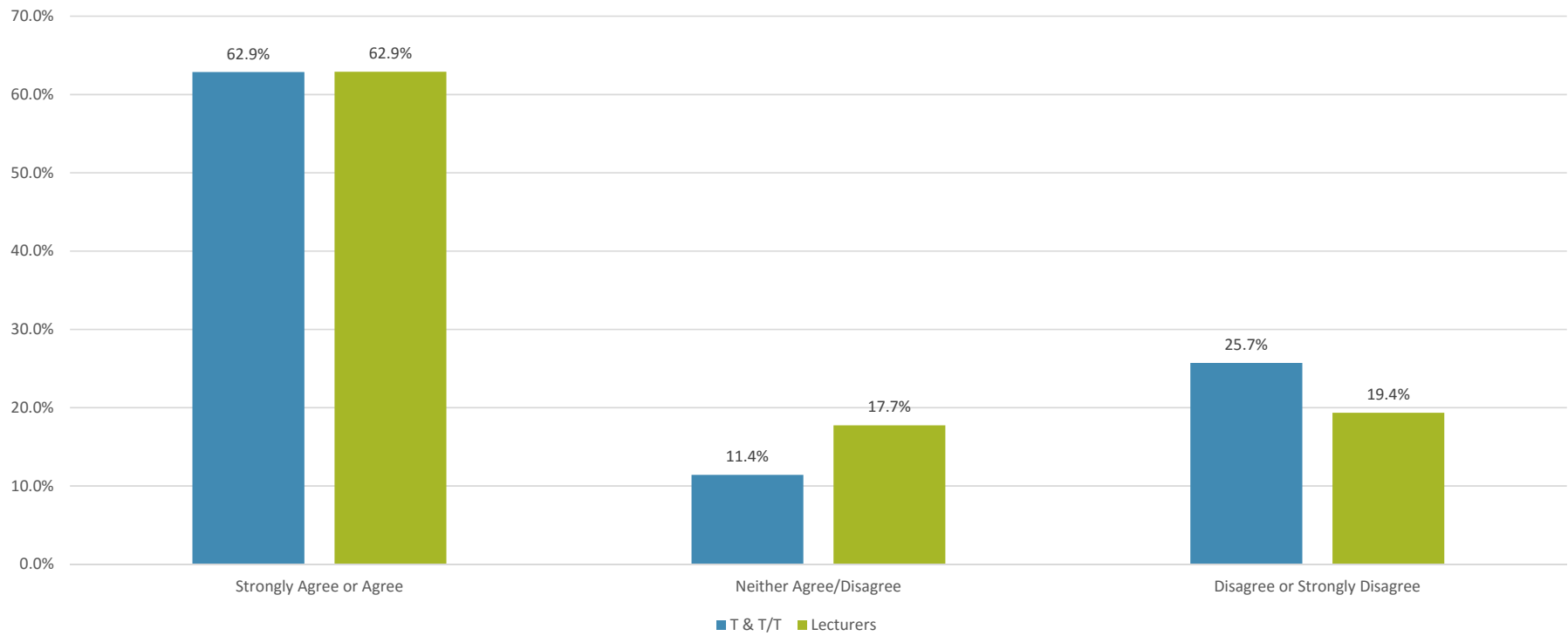
# My department/unit has adequate staff.



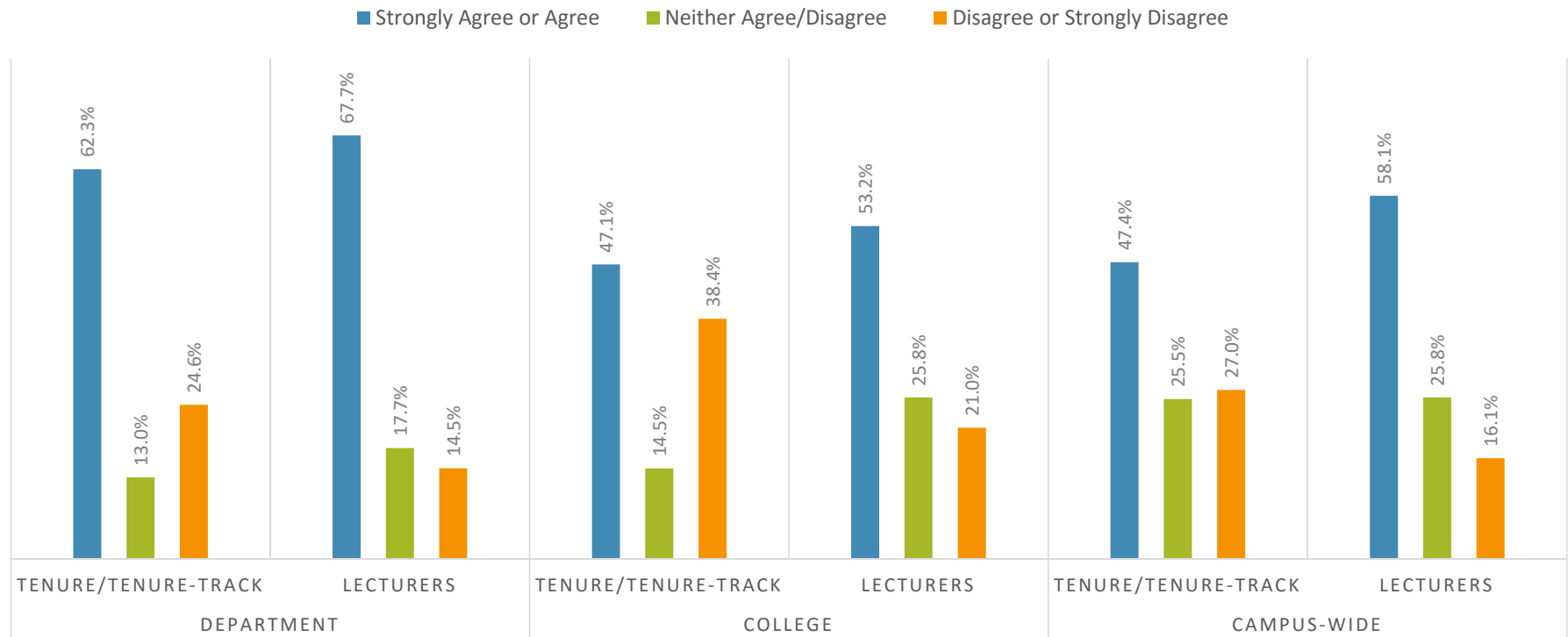
## My department/unit has adequate faculty.



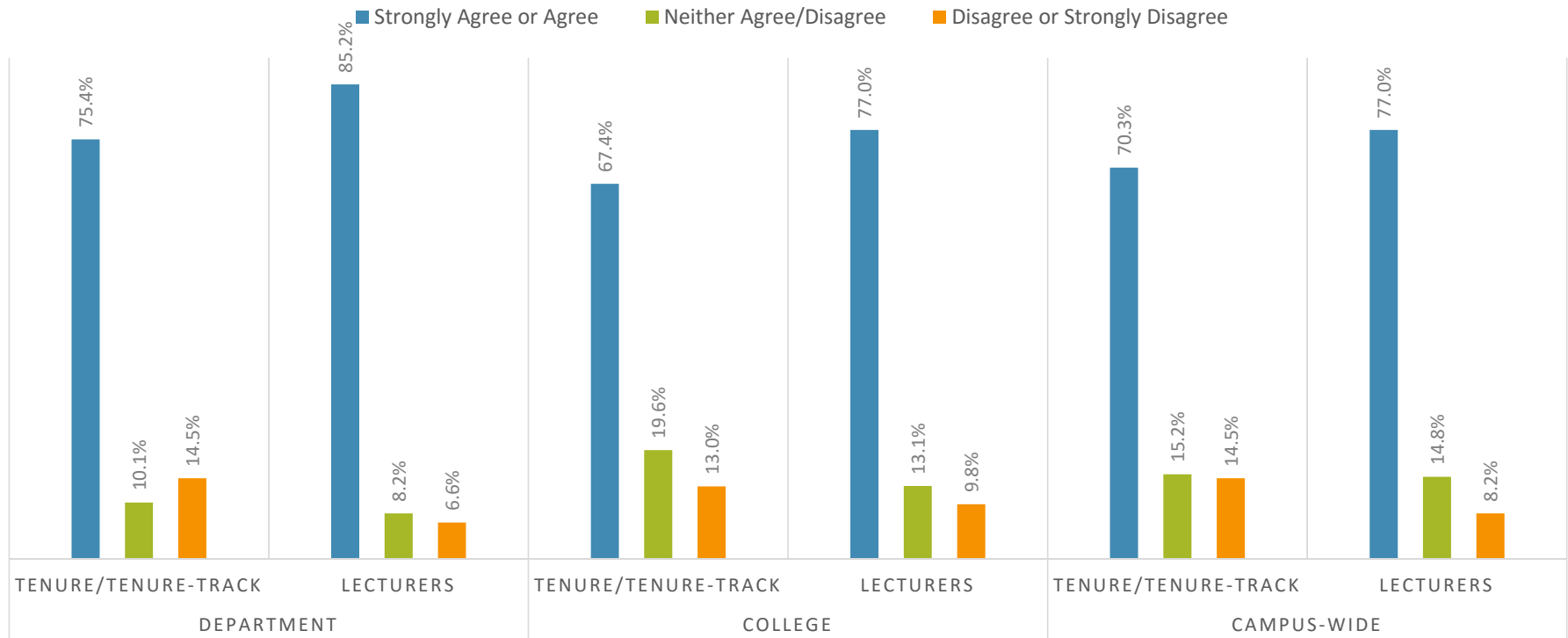
# I feel part of an effective team.



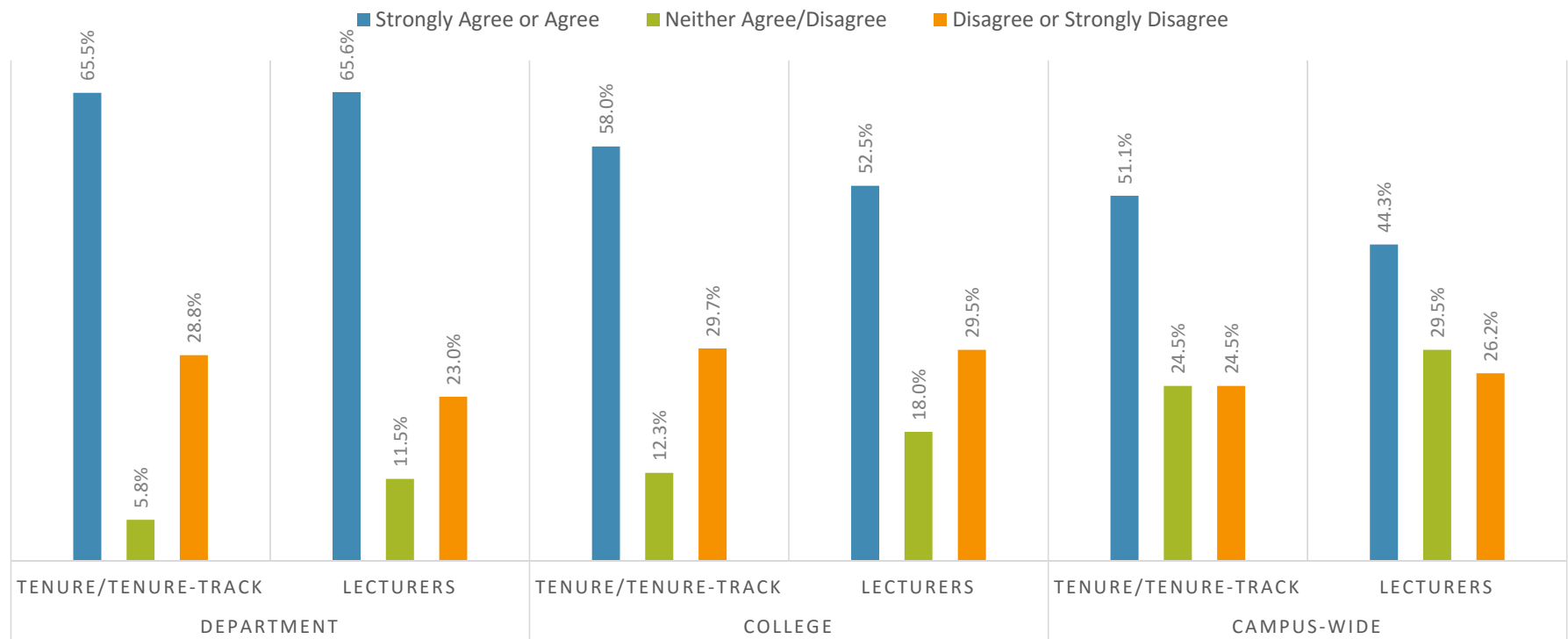
# Leadership has communicated a clear direction.



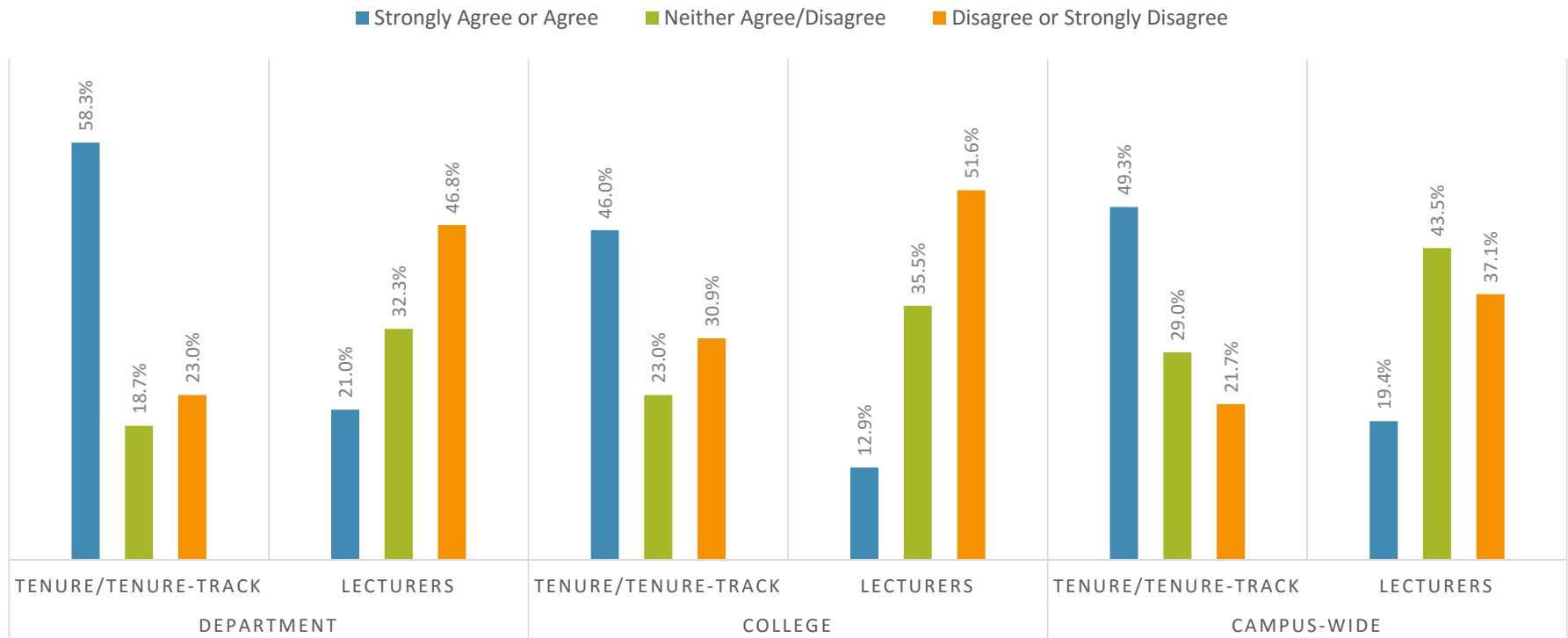
# I believe diversity is valued.



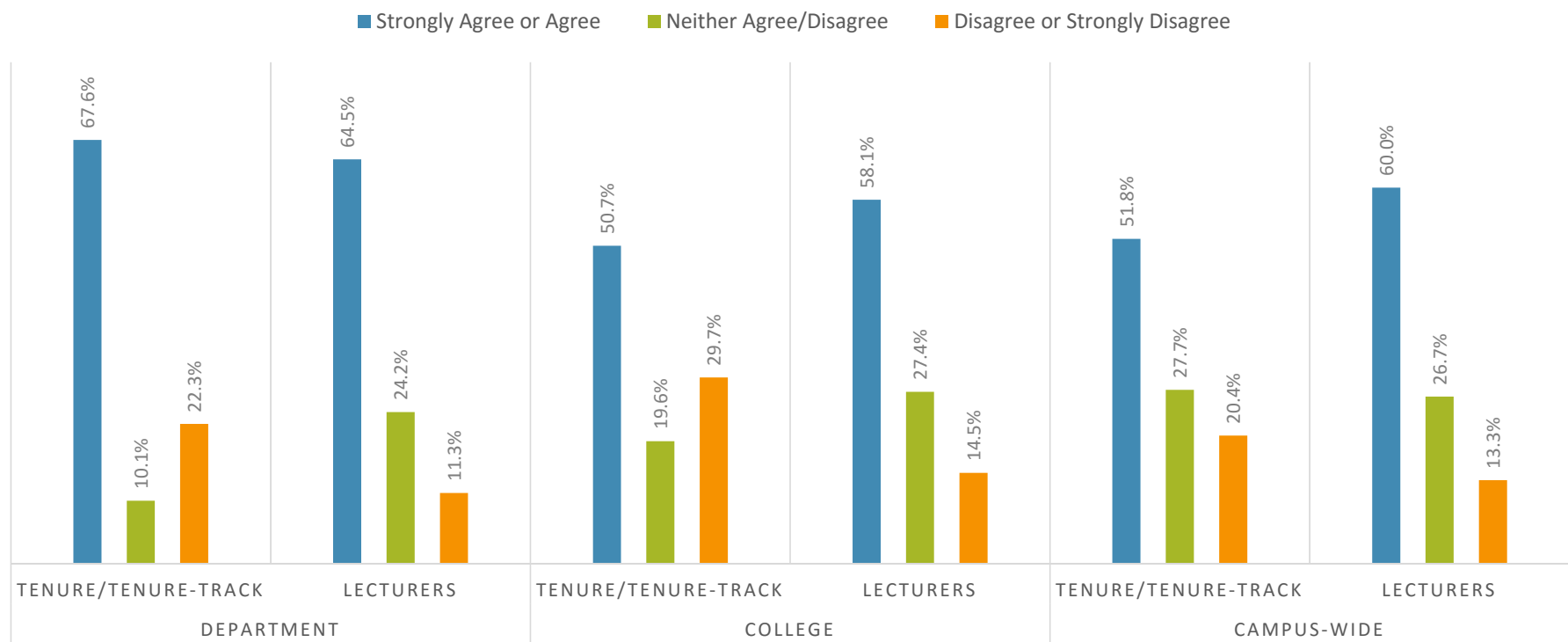
# I feel safe expressing my opinion without fear of consequences or retribution.



# There is opportunity for advancement at CSU, Chico.

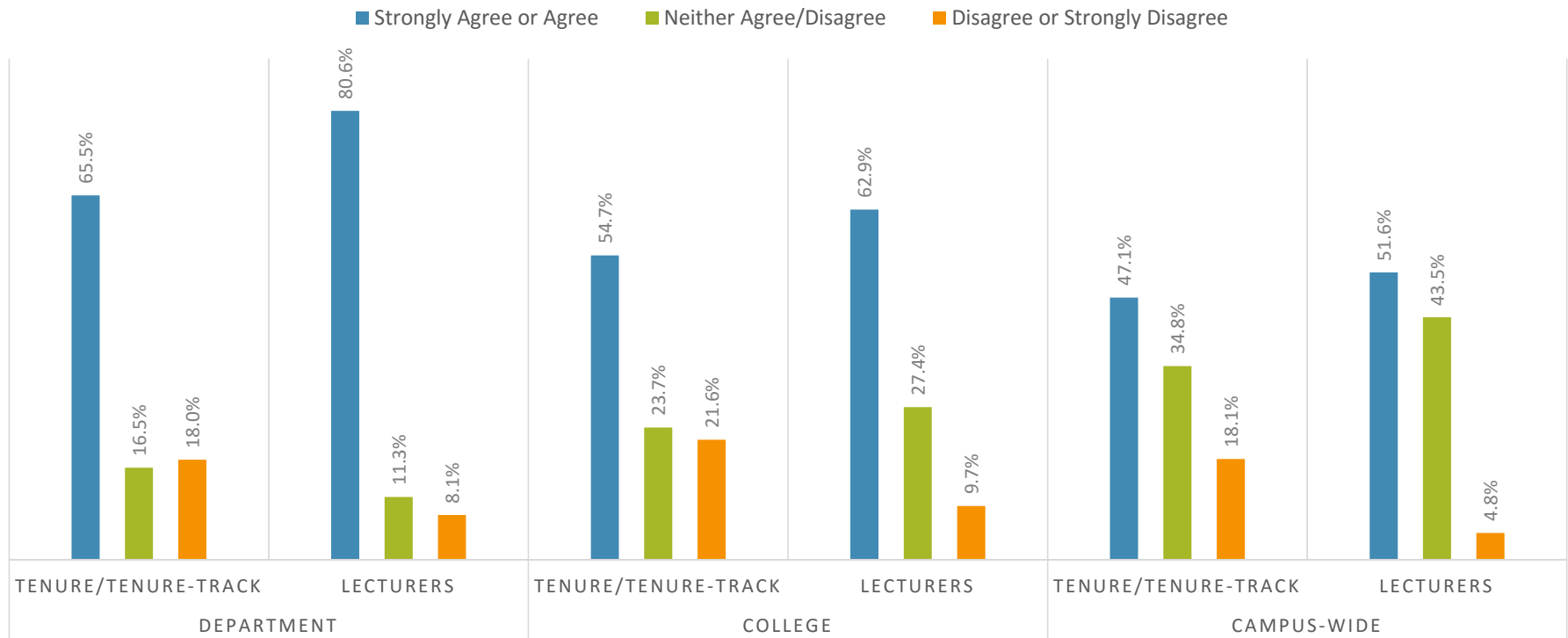


# New policies and procedures are communicated in a timely manner.

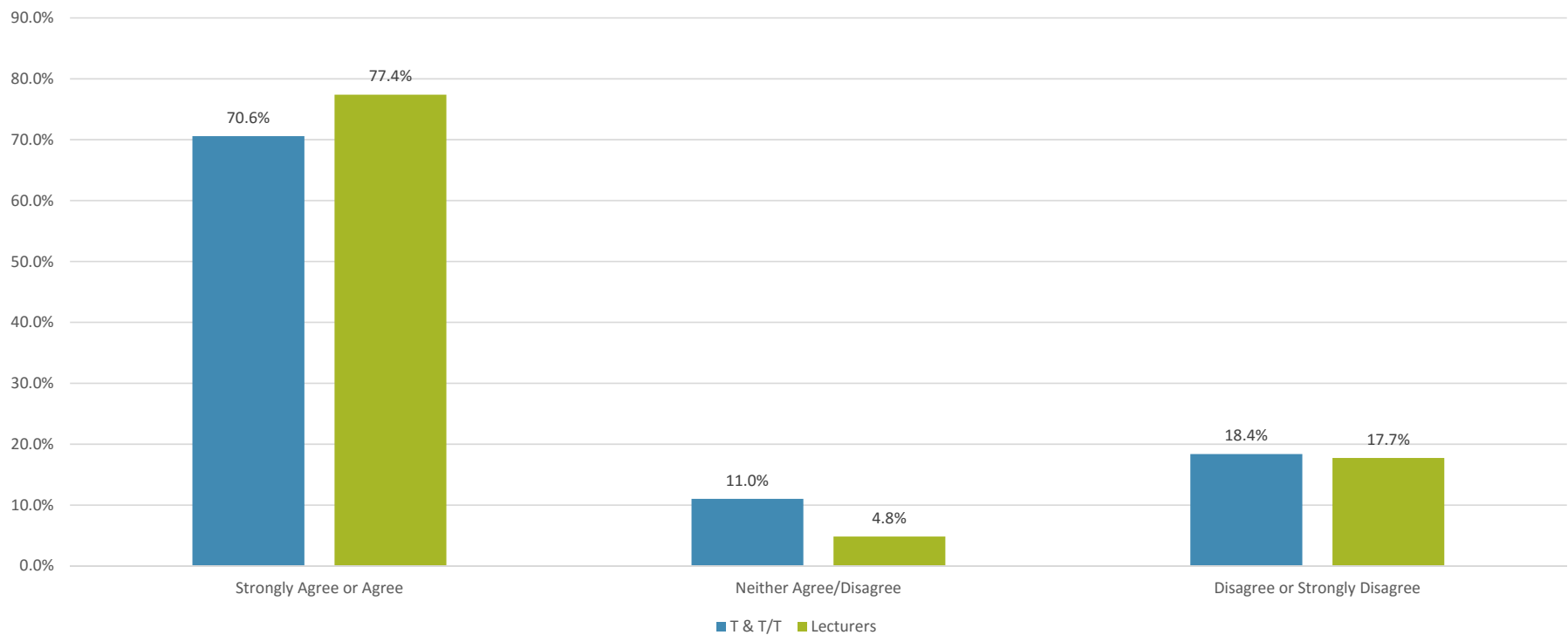




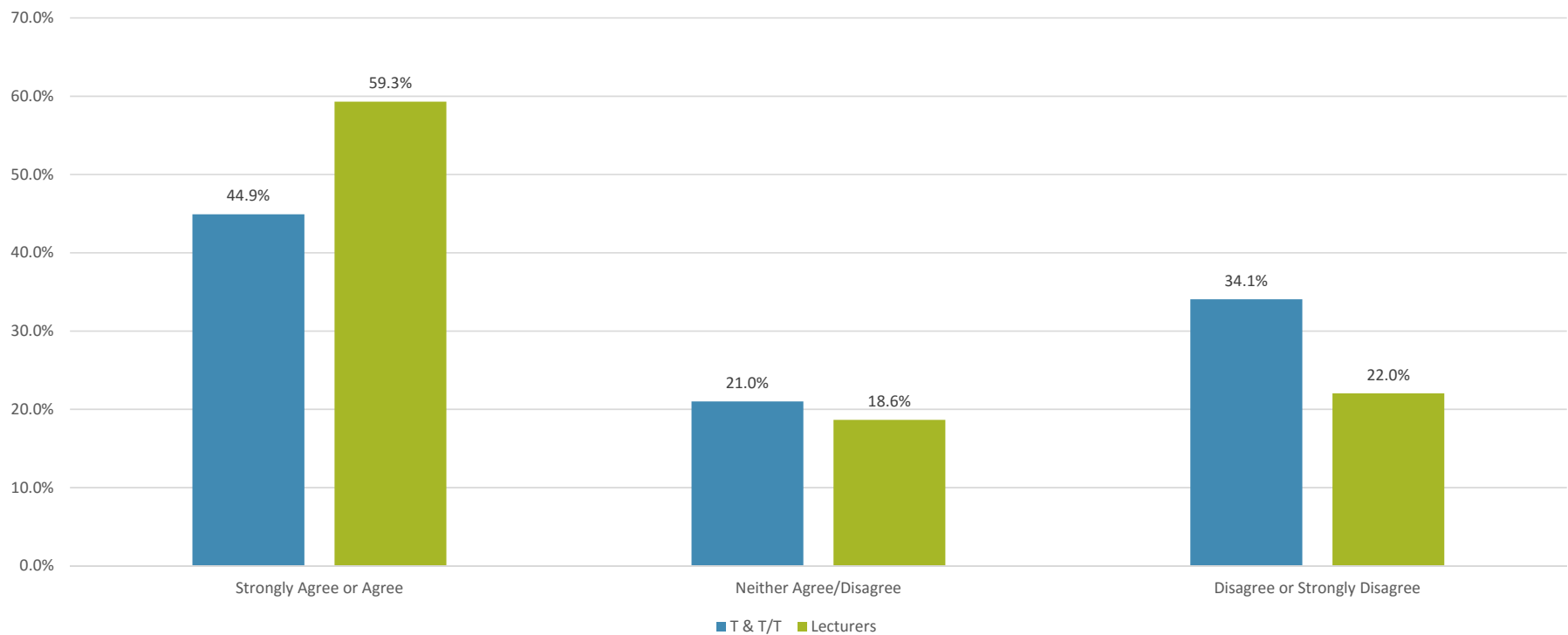
# Policies and procedures are followed.



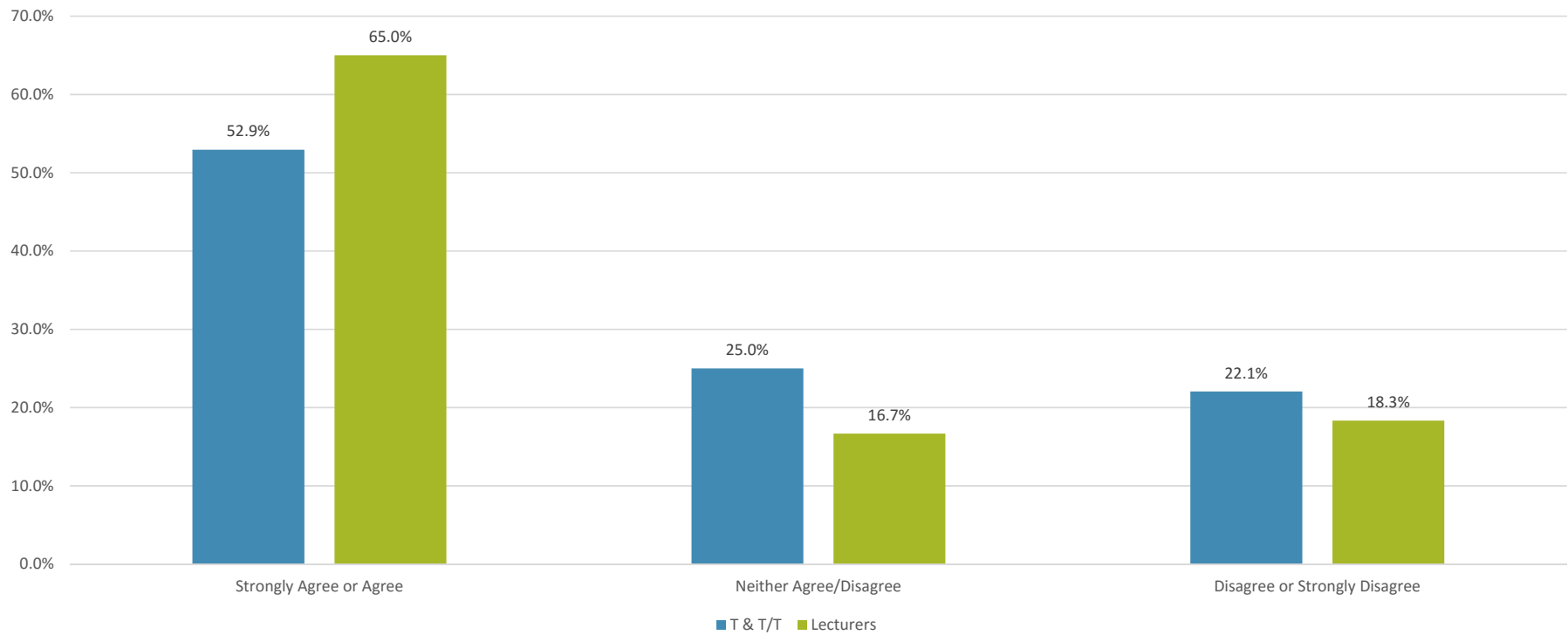
# I have been given growth and learning opportunities during the last year.



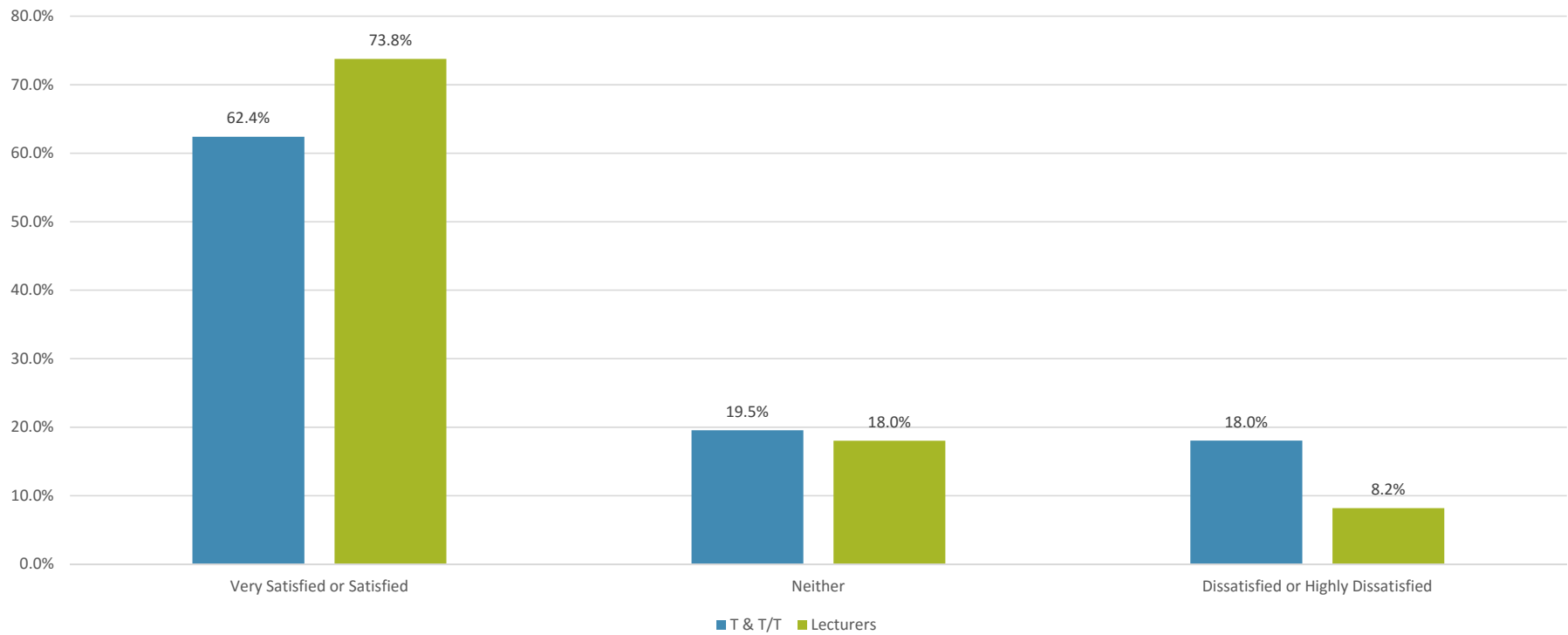
The faculty and staff, as a whole, have timely access to information necessary for faculty and staff to give input into decision-making.



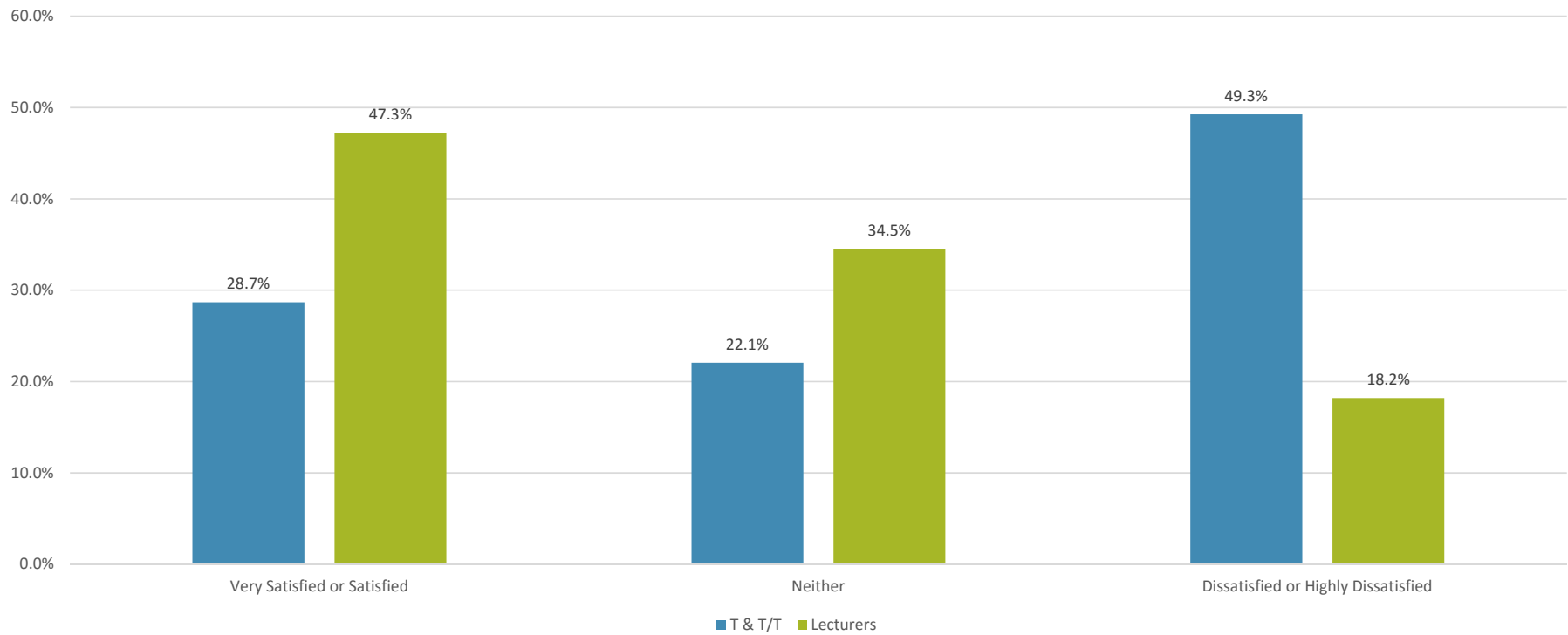
# I feel CSU, Chico is succeeding at prioritizing diversity issues.



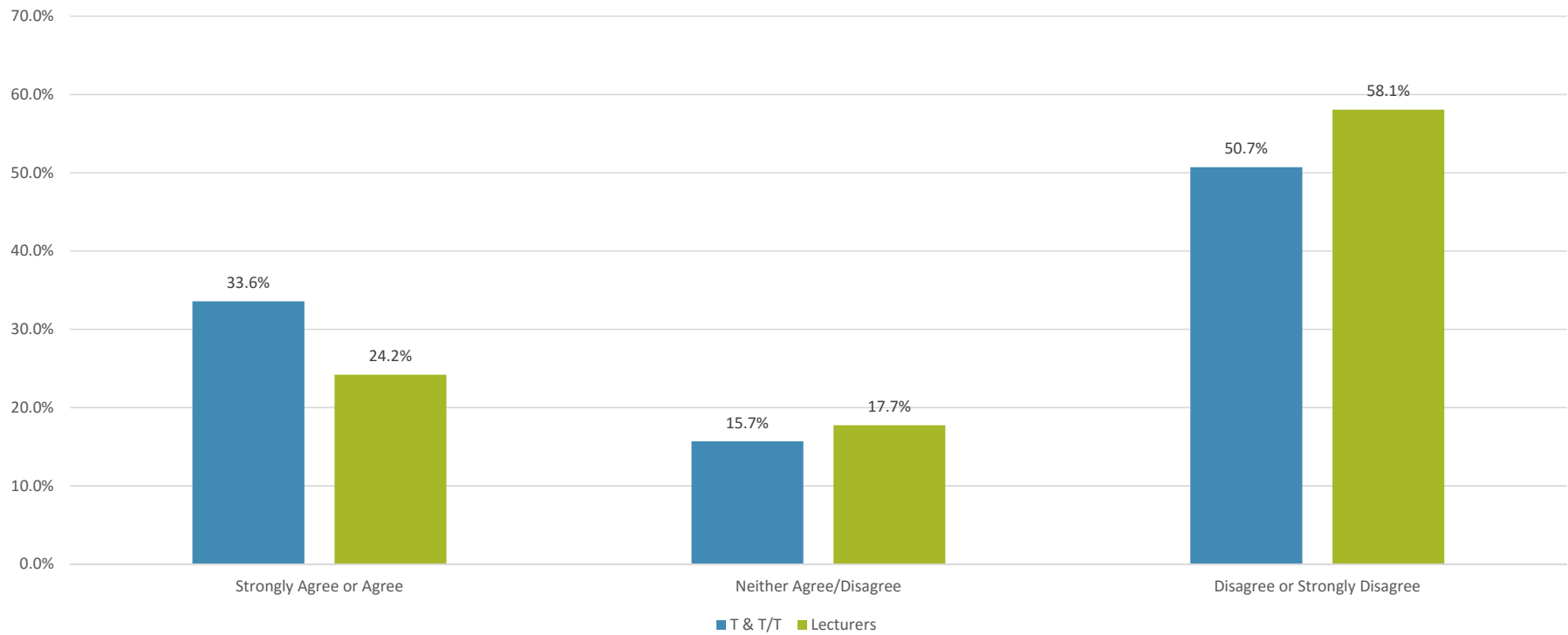
# How satisfied are you with support for teaching, CELT, TLP?



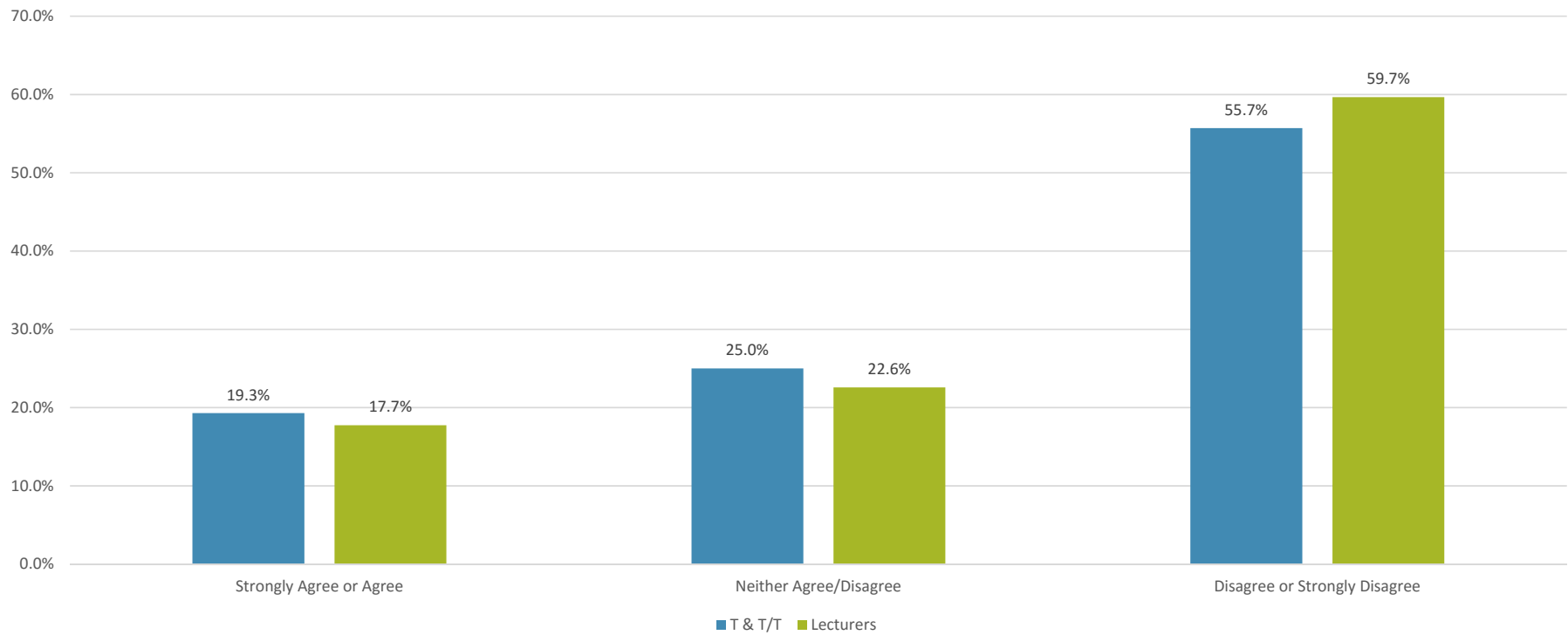
# How satisfied are you with support for the teacher/scholar model?



# My salary is in line with my job duties and workload.

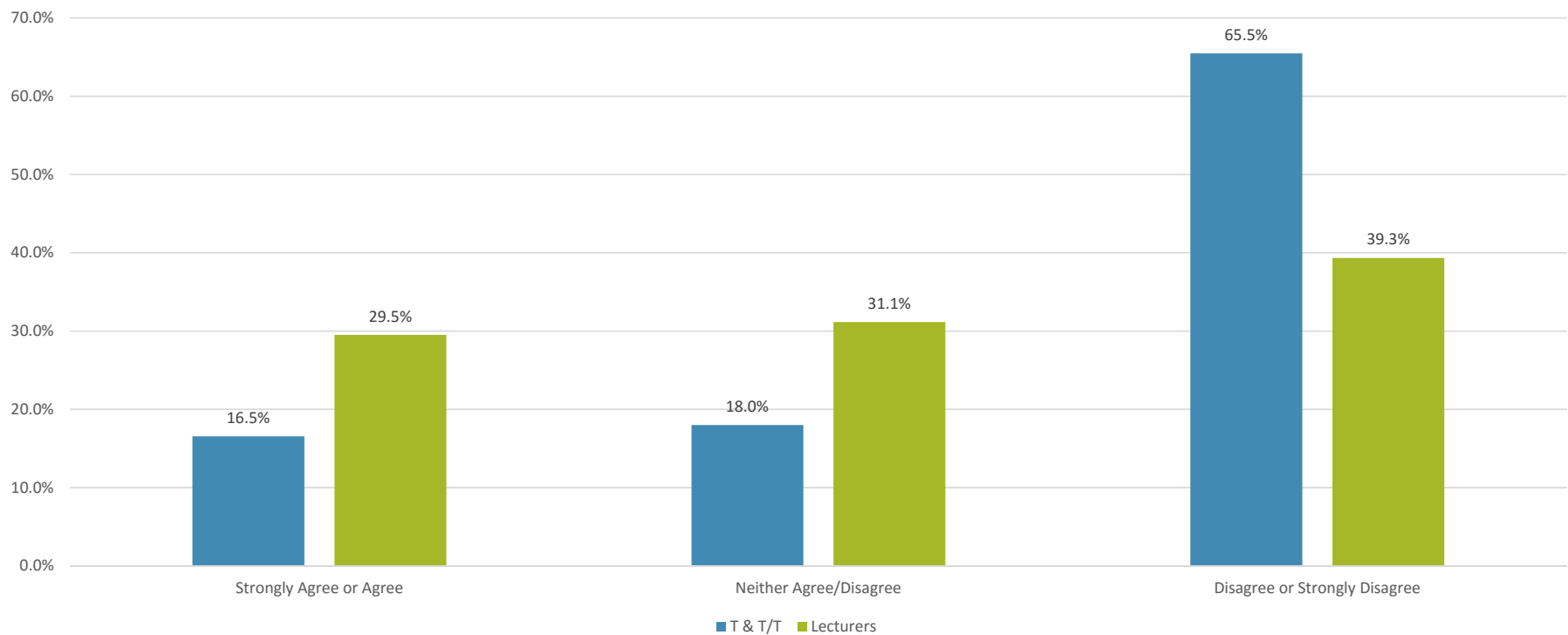


# There are fair and equitable opportunities for salary increases.

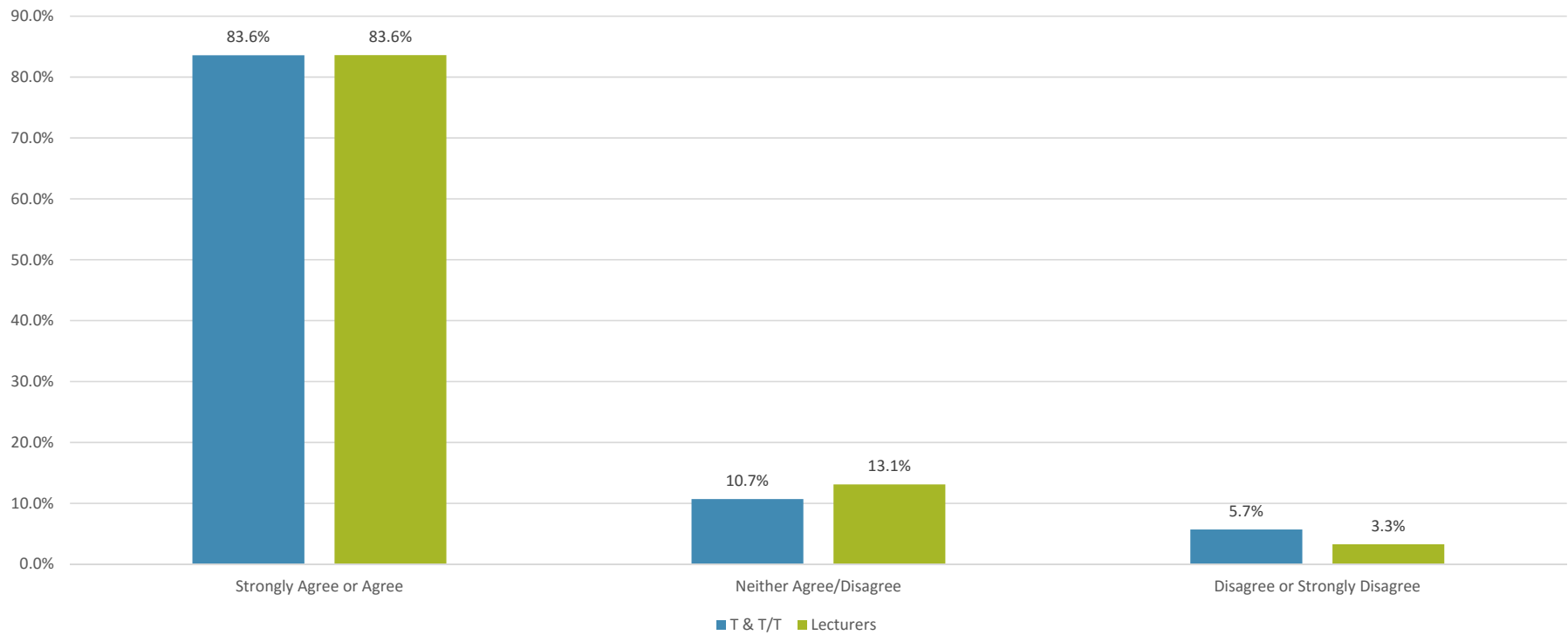




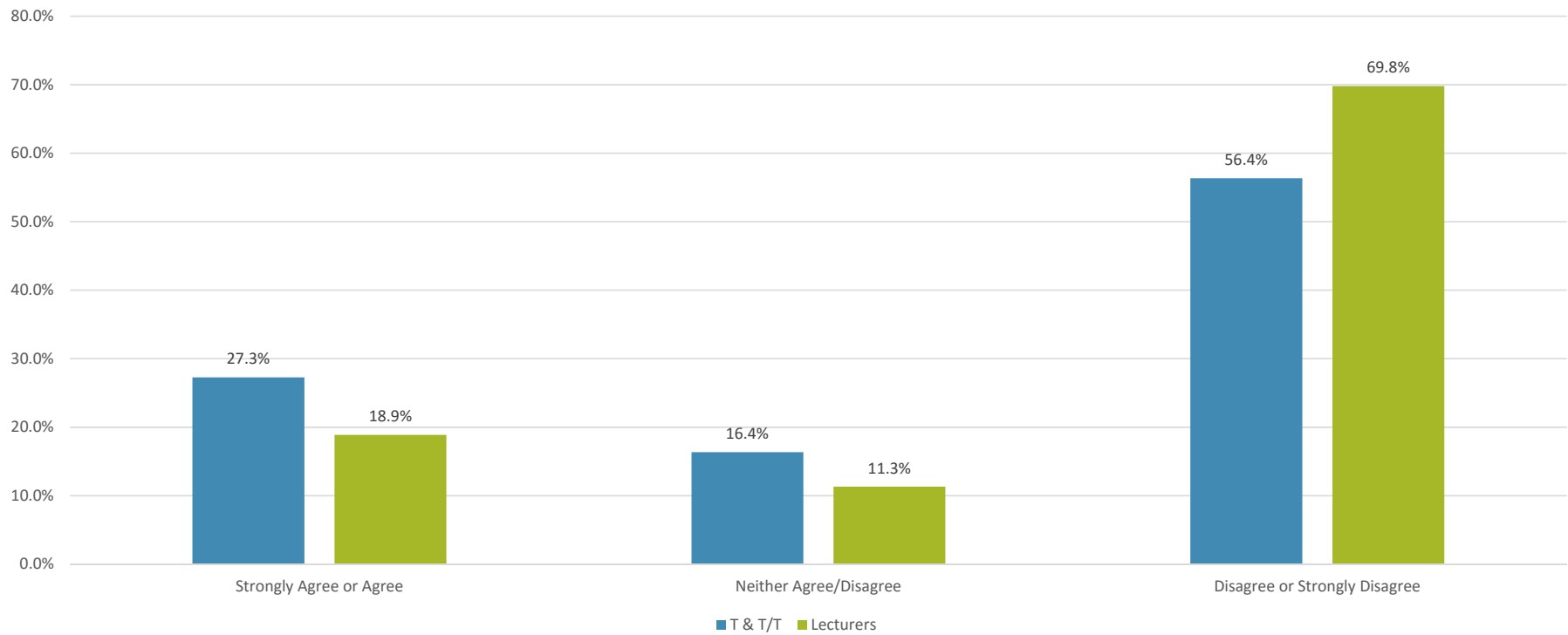
# CSU, Chico offers a competitive salary compared to other employment opportunities.



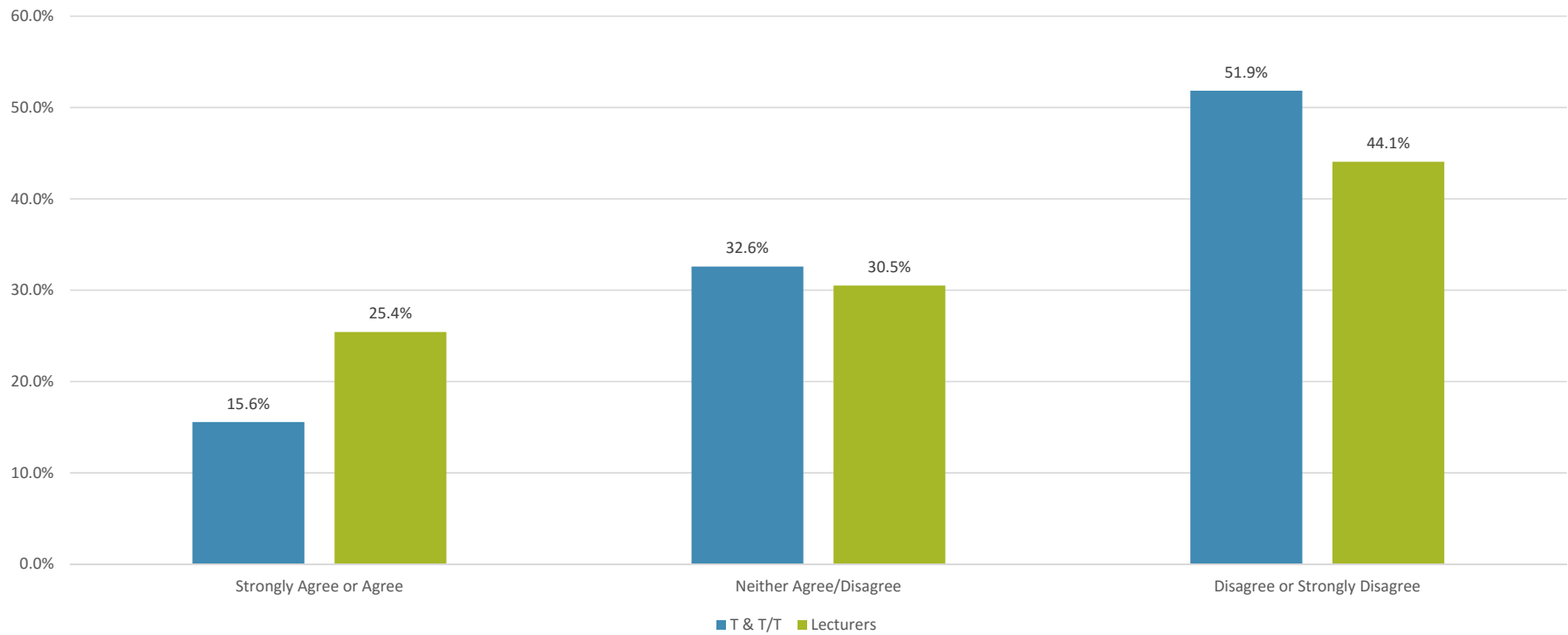
# CSU, Chico offers a competitive benefits package compared to other employment opportunities.



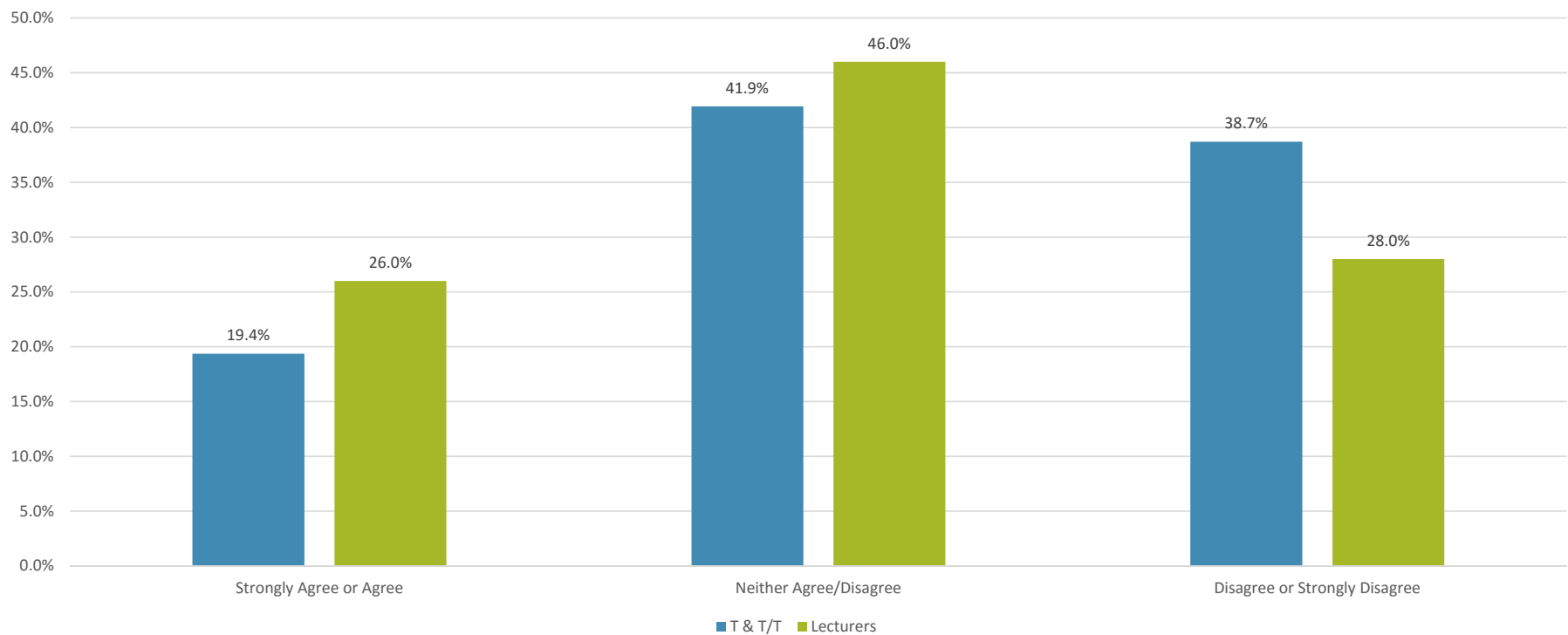
# I am satisfied with the availability of campus parking.



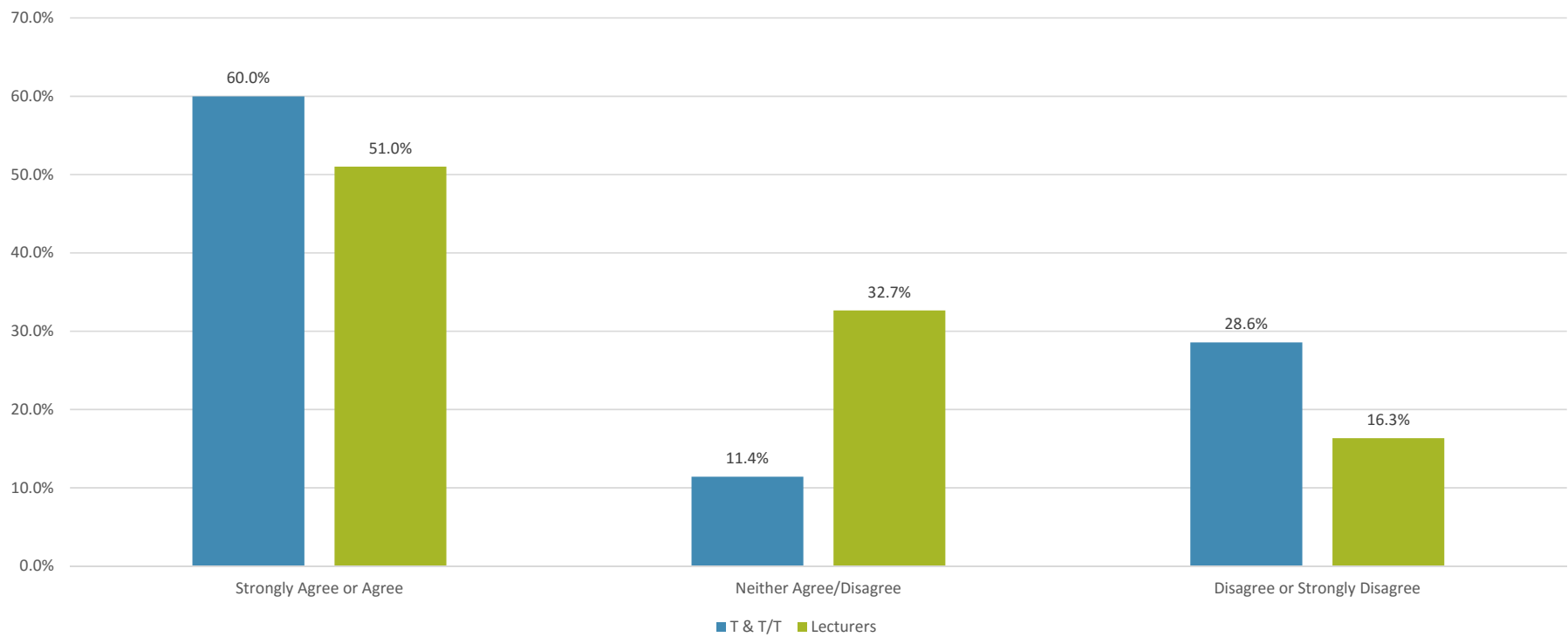
# Space allocation and use is fair and consistent across campus



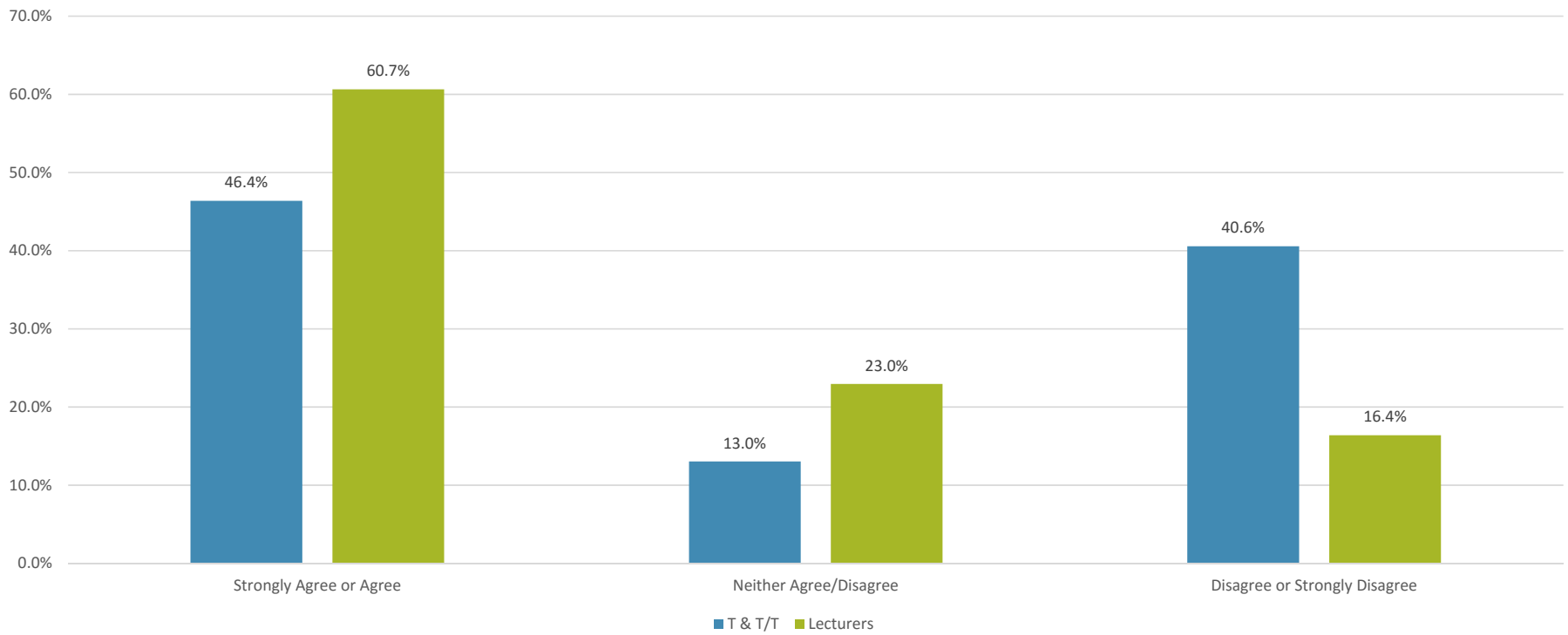
# The implementation of campus facility-use charges balances campus resource requirements with community needs.



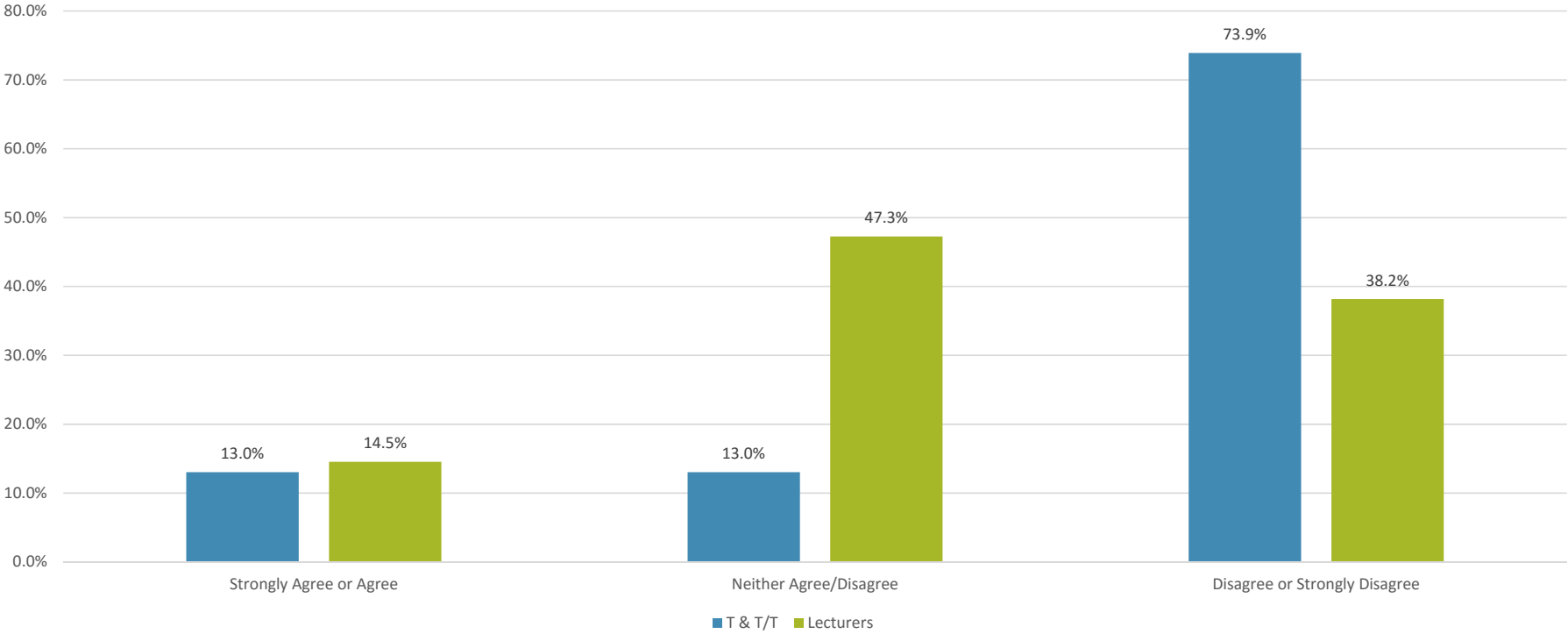
# The criteria for tenure and promotion are clearly communicated.



# Research and creative activity is encouraged at CSU, Chico.

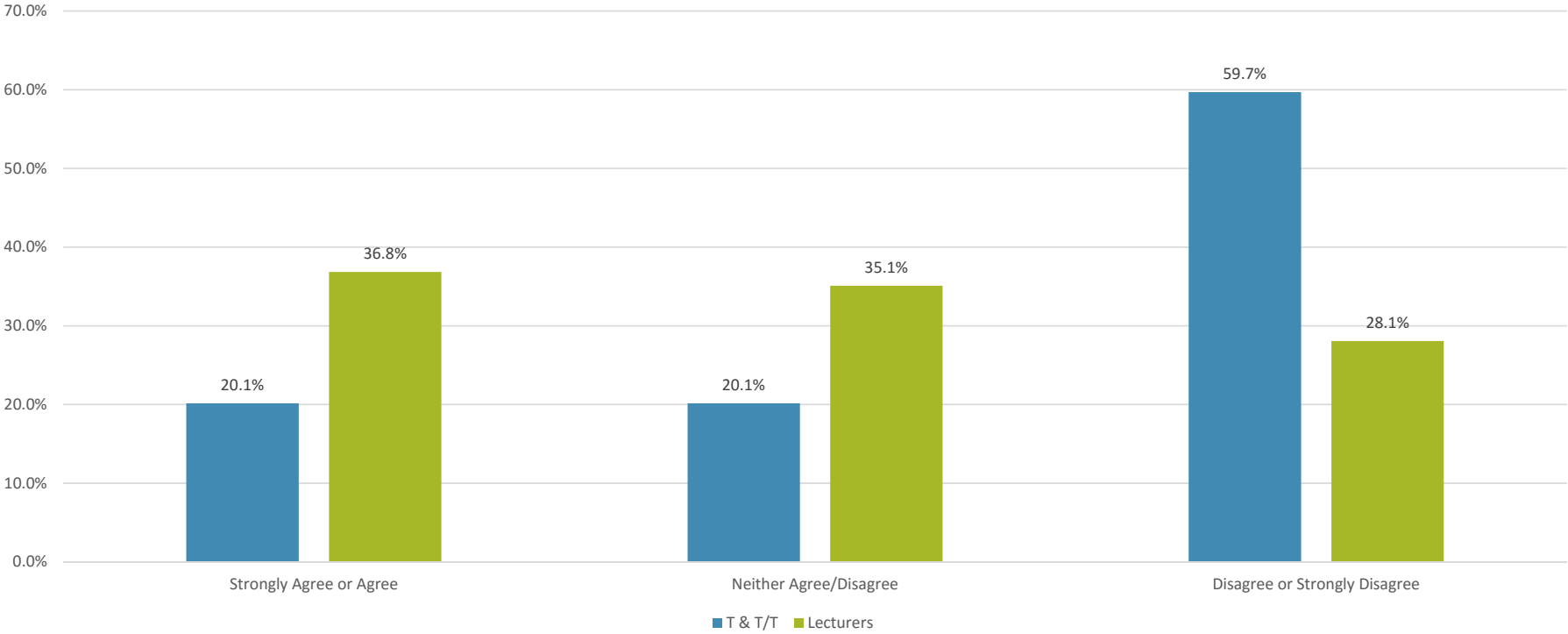


# There is sufficient funding to conduct research.

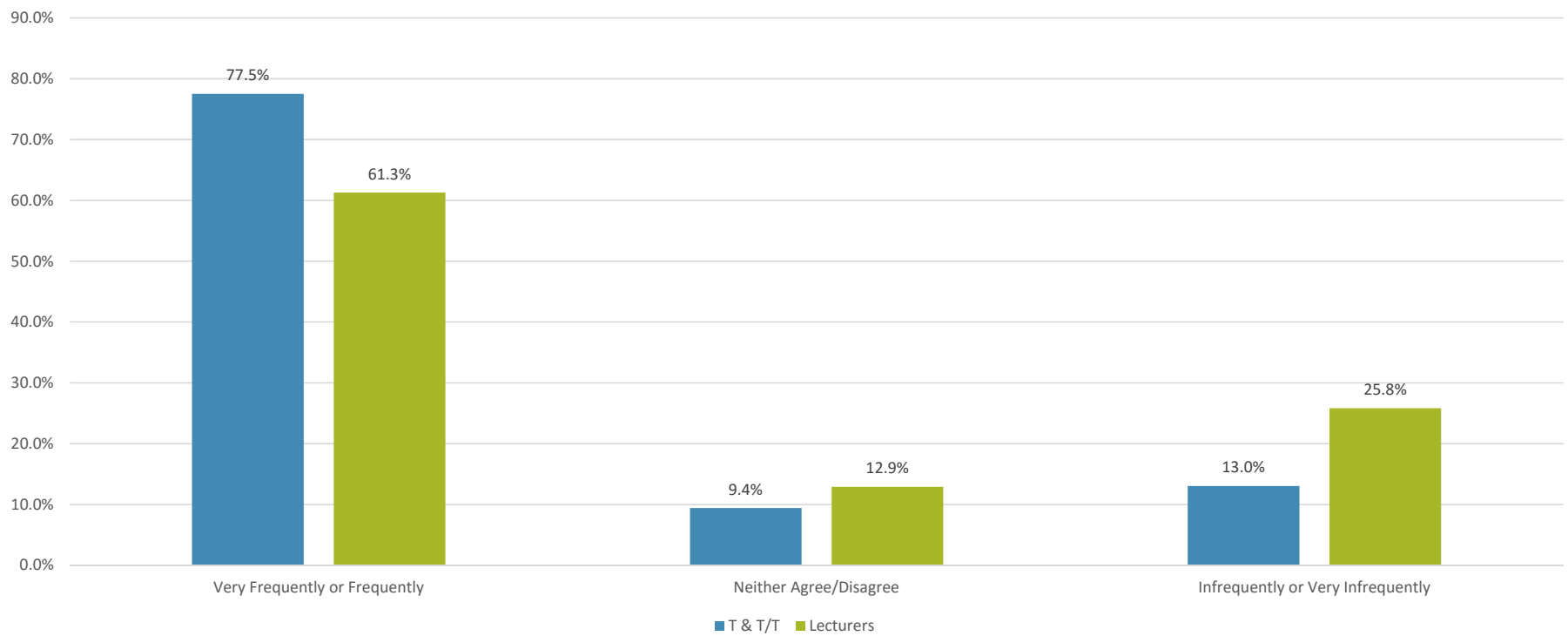




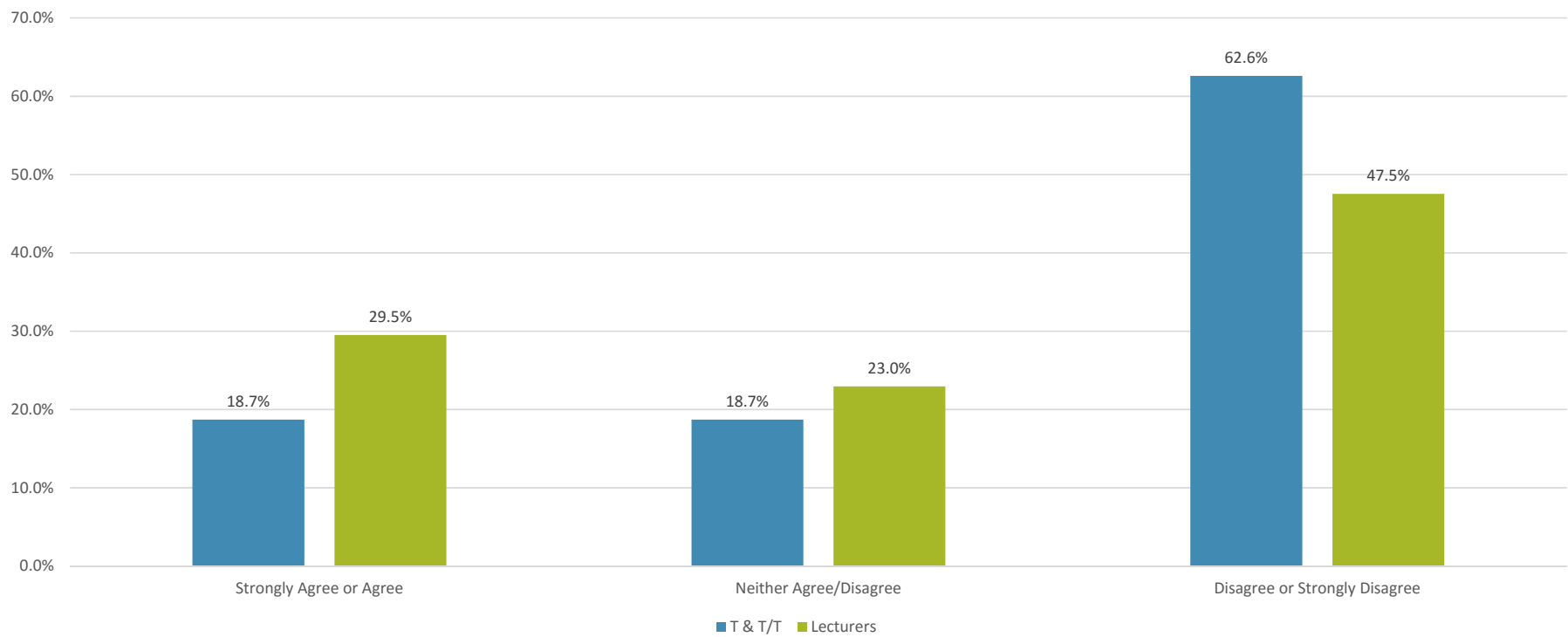
# There are sufficient opportunities for research and creative activity.



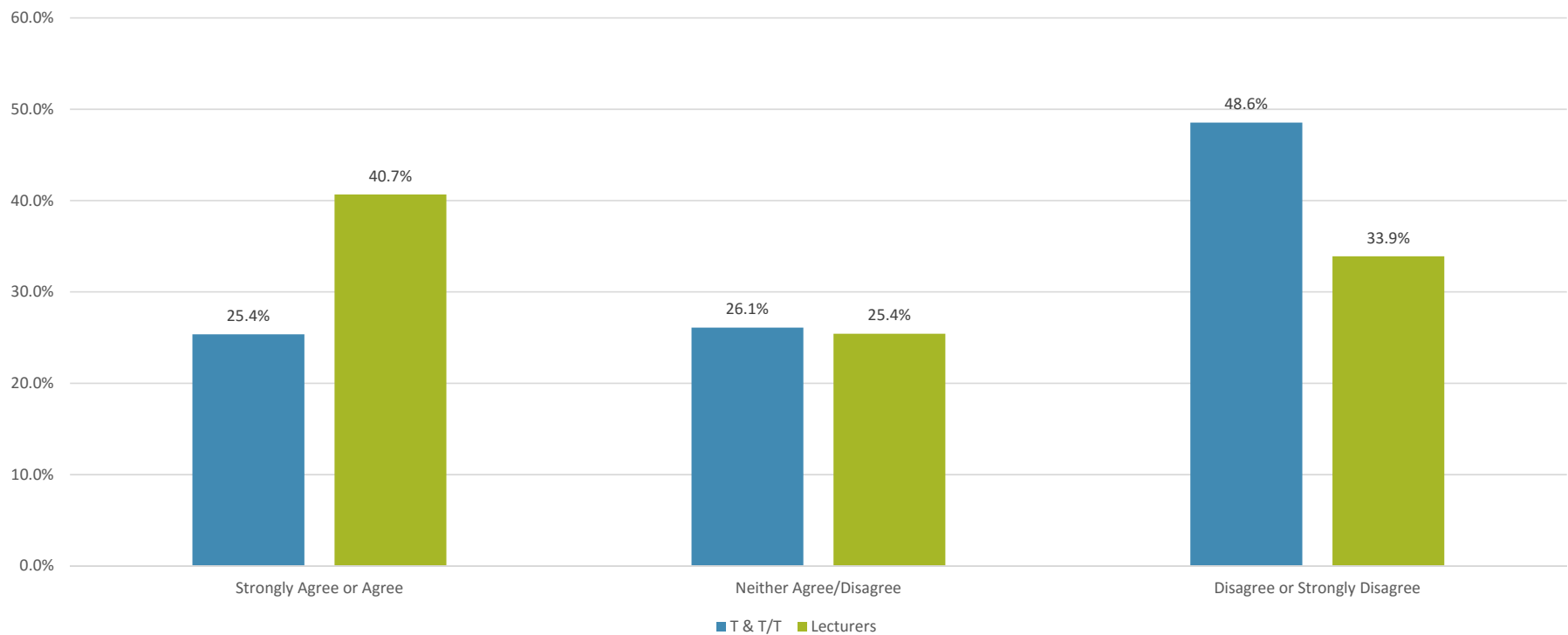
# How often does your work cause you stress?



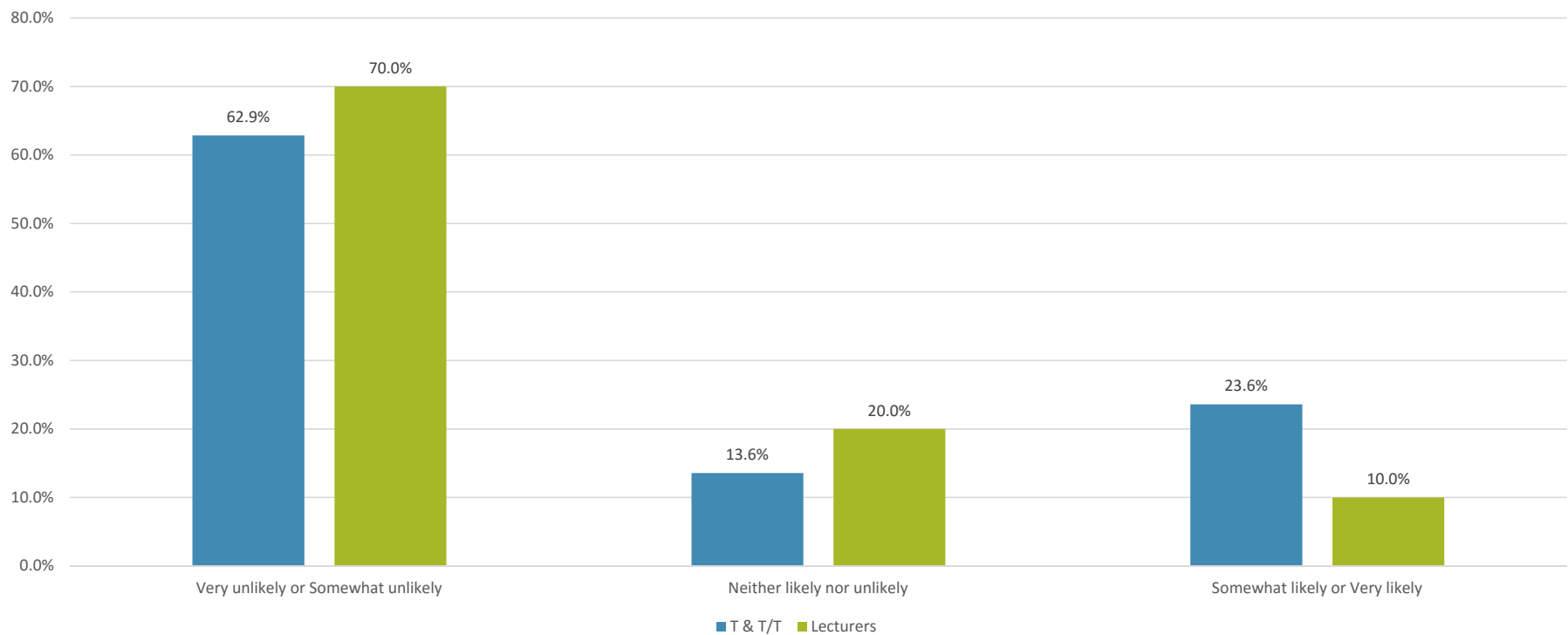
# I feel excluded from an informal network in my department/unit.



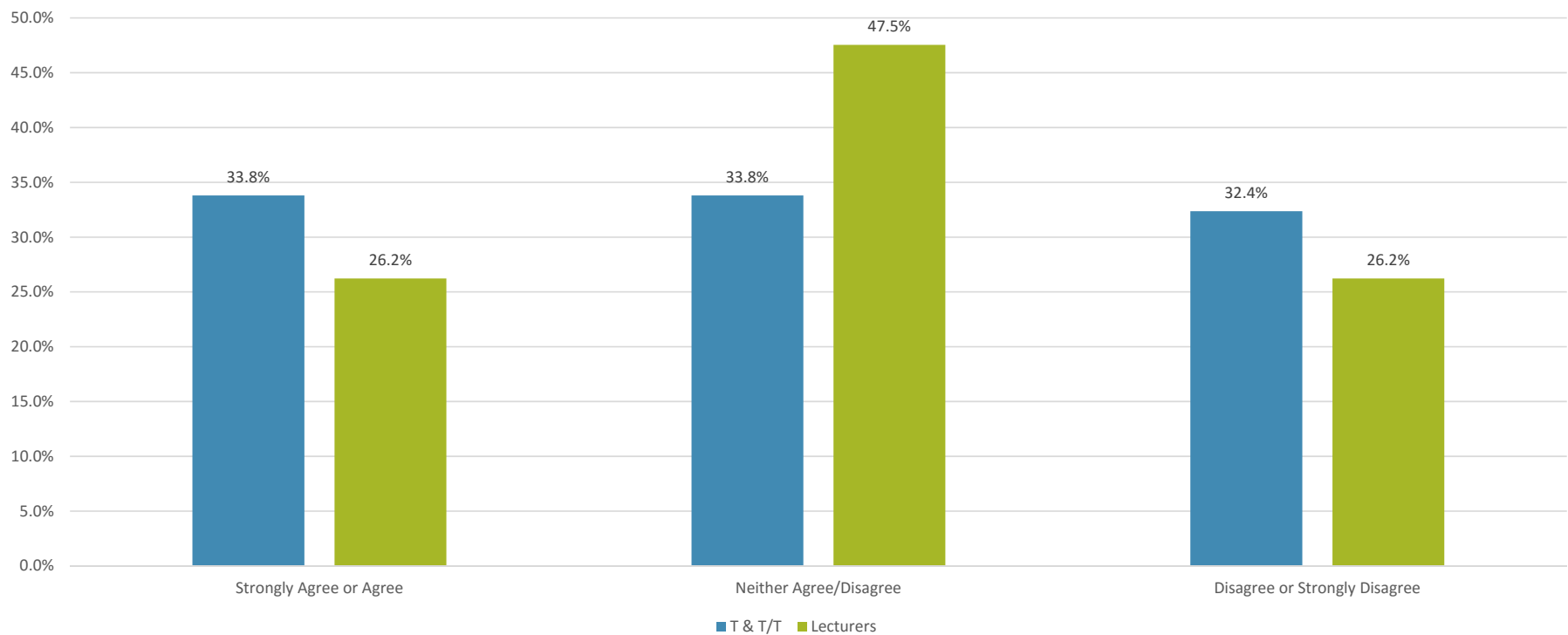
# I have to work harder than some of my colleagues to be taken seriously.



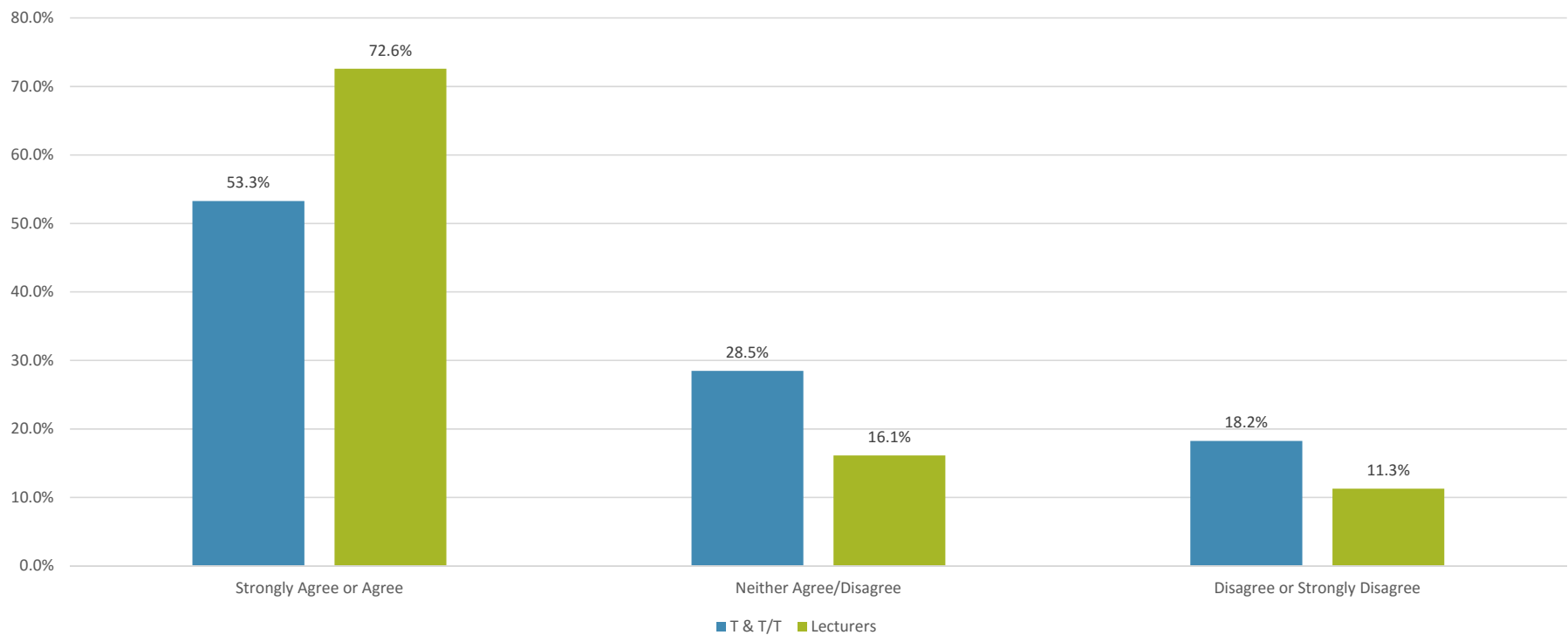
# In the next three years, how likely are you to leave CSU, Chico, excluding retirement?



I believe my answers on this survey will make a positive impact towards change at CSU, Chico.



I would recommend CSU, Chico as a place of employment to those I care about.



# Section Eleven

Qualitative Responses



## Notes on open-ended responses:

- The 2018 survey asked four open-ended questions at the conclusion of the survey.
- The CCSWG, after de-identifying the responses, engaged in an open coding process, to capture the themes of each question.
- The themes are listed in the order of their frequency.
- Quotes chosen were those that were representative of as many of the identified themes as possible.
- Ellipses (...) were used by the CCSWG to abbreviate comments, while still presenting the essential point of the respondents.

## *Staff & Administrators:* What are some of the best aspects of working at Chico State?

### **Themes**

- Colleagues
- Beauty of Campus
- Benefits
- Students
- Campus Community
- Our Mission
- Local (Chico) Community & Culture
- Diversity
- Professional Growth Opportunities

### **Representative Quote**

- “The staff and faculty I work beside and collaborate with are by far the best aspect of working at Chico State. The students are inspiring, as well, and I particularly enjoy learning about their remarkable achievements. My department is like family, and I absolutely love coming to work beside them on a daily basis. I'm grateful for the opportunities to collaborate with others around campus, particularly within diversity, as well as opportunities for personal and professional development.”

## *Faculty:* What are some of the best aspects of working at Chico State?

### **Themes**

- Colleagues
- Students
- Beautiful Campus
- Local (Chico) Community
- Benefits
- Autonomy & Intellectual Life
- Mission/Care for Students
- My Department

### **Representative Quotes**

- “The community of absolutely fascinating people that I work with and the students who continuously provide fresh ideas.”
- “Great intellectual environment. Great mission of student success and social mobility. Location.”
- “Chico is a really nice city. People are friendly and the environment is beautiful.”

# *Staff & Administrators: What are some of the challenges of working at Chico State?*

## **Themes**

- Salary
- Bureaucracy (red tape, slow to change, initiative fatigue)
- Lack of Growth Opportunities/Merit
- Leadership Deficits (noted at each level)
- Insufficient Budget/Resources
- Bad Colleagues
- Parking
- Workload/Staffing Concerns
- IRP/Reclass Processes

## **Representative Quotes**

- “Not enough staff to do the work. Lack of communication / cooperation between units. Constantly changing leadership at the highest levels. Poor pay. Lack of succession planning. Little room for advancement. Burn out.”
- “My department is filled with amazing people who work very hard and their only rewards are more work, lots of stress and, many times, thankless interactions with the people we try to help.”
- “High workload that is constantly increasing without any form of compensation, low pay, parking, changes of systems/processes without asking those that use it, unnecessary paper everywhere...”

## *Faculty:* What are some of the challenges of working at Chico State?

### **Themes**

- Leadership Deficits (noted at each level)
- Workload
- Salary
- Funding Crisis (university, programs, research support)
- Tenure Density/Faculty Shortage
- Bullying/Lecturer Mistreatment/Lazy Colleagues

### **Representative Quotes**

- “Too many administrators creating too many obstacles to quality teaching and learning.”
- “Heavy workload. Asking us to do more with less. No time or support for research.”
- “Lack of resources -- low faculty and staff salaries, over-reliance on non-tenure track faculty, insufficient space, inadequate support for research. Excessively burdensome bureaucratic requirements stymie our ability to do our jobs, particularly in purchasing and faculty/student travel.”
- “I believe that in some departments there is a serious problem of bullying, particularly of lecturers, staff and beginning professors.”

*Staff & Administrators:* If you would like to see improvement in the atmosphere/climate of your department/unit, or in general at CSU, Chico, what remedies or strategies would you suggest?

### **Themes**

- Increase Salaries
- Improve Hierarchical Communication
- Expand Opportunities for Growth
- More Collaboration
- Increase Staff
- Respect/Rewards for Good Work
- Management Training

### **Representative Quotes**

- “Communication. Accountability of administration. Hiring capable people. Analyze special treatment.”
- “Tangible steps to take to advance professionally. A way for good employees to work hard to advance in their careers without having to leave departments or campus to 'move up'. More cross campus training and collaboration opportunities. Better campus wide announcements for changes to campus wide policies.”
- “It often feels like we are on a sinking ship with a skeleton crew.”

*Faculty:* If you would like to see improvement in the atmosphere/climate of your department/unit, or in general at CSU, Chico, what remedies or strategies would you suggest?

### **Themes**

- Improve Tenure Density
- Improve Leadership (noted at each level)
- Improve Communication & Transparency
- Address Workload
- Lecturer Respect & Support
- Improve Funding (salaries, research support)

### **Representative Quotes**

- “The primary need is a greater commitment of funds to hiring tenured and tenure track faculty. The steady loss of tenured and tenure track faculty has for some time had a devastating impact on morale, as well as the quality of instruction at Chico State.”
- “Better communication, better leadership, adequate funding.”
- “Reduce the workload. Constantly expecting faculty to do more work with less support is not the solution.”

*Staff & Administrators:* Do you have other comments you'd like to share about your experience at CSU, Chico?

### **Themes**

- Good Place to Work
- Getting Better/Still Work to Do
- Unhappy Here
- Increase Accountability

### **Representative Quotes**

- “This is the best place I have ever worked.”
- “Our campus is coming back from some very difficult times and you feel it every day. That says a lot for the people that stuck it out.”
- “I have never worked anyplace that I have felt less valued as an employee.”
- “Rules don't seem to apply to some of the 'upper echelon' of campus.”



*Faculty:* Do you have other comments you'd like to share about your experience at CSU, Chico?

### **Themes**

- Good Place to Work
- Unhappy Working Here

### **Representative Quotes**

- "I am very happy in my department, college, and on this campus. I feel supported and enjoy coming to work every single day."
- "I have given up on believing I might one day enjoy my workplace environment."

# Campus Climate Survey Working Group

## Membership (current members in bold)

Sharyn Abernatha, Associate Vice President of Staff Human Resources (until July 2015)

Bill Allen, Director of Institutional Research (until January 2016)

Sarah Blakeslee, Interim Associate Vice President for Faculty Affairs (joined July 2016)

Susan Elrod, Interim Provost and Vice President for Academic Affairs (until April 2016)

Robert Knight, Professor of Music (until May 2018)

Wenshu Lee, Associate Vice Provost for Faculty Affairs (until July 2016)

**Robin McCrea, Administrative Analyst/Specialist for College of Agriculture**

**Jennifer Meadows, Chair and Professor** of Media Arts, Design, and Technology

**Tom Rosenow, Interim Director of Institutional Research (joined April 2018)**

Ann Schulte, Professor of Education (until April 2018)

**Paula Selvester, Director of Liberal Studies Program and Professor of Education**

**Matthew Thomas, Professor of Political Science**

Joe Wills, Director of Public Affairs & Publications (until 2016)

Christopher Winch, Data Analyst in Institutional Research (joined January 2016, until April 2018)

**Sheryl Woodward, Assistant Vice President for Staff Human Resources (joined July 2015)**

# Data Protocols

- The quantitative data was examined in two SPSS databases (one for faculty, one for staff & administrators), and SPSS was used to create the frequency distribution tables, as well as the cross-tabulations between the 2015, 2016, and 2018 surveys.
- There were no controls placed on respondents, and all demographic data was self-reported.
- The qualitative data was examined and analyzed in two Word documents (one for faculty, one for staff & administrators). The first action taken with the qualitative data was an extensive de-identification process. A member of the CCSWG examined each comment, removing common identifiers (see next page for process). After reviewing all comments three times, other members of the committee also reviewed all of the comments, following the same protocol. Once the qualitative data was de-identified, members of the CCSWG reviewed each comment, and engaged in initial open coding (by identifying themes in each section of the survey). The CCSWG further analyzed the data by participating in axial coding, where each member compared their themes (developed during the individual coding). Several members also quantified the open coding, by creating a count for each theme in a section. This analysis led to the themes reported in each of the survey's "Summary of Open-ended Responses."

# Qualitative De-identification

- Comments were edited to remove identifiers. Common examples included:
  - Name
  - Name of unit or department
  - Description of a unique event
- Comments were edited in an instance where an individual was singled out for criticism.
  - In many instances, persons' names were replaced with more generic labels:
    - "Supervisor"
    - "Manager"
    - "Administrator"
    - "Colleague"
    - "Senior Administrator"
- In steps above, added language is indicated by brackets ([ ]).
- Any questionable comments were highlighted for further review by the full CCSWG.
- There were two other types of edits, made for readability concerns:
  - Grammar suggestions made by Word 2013, most typically:
    - Improper spacing
    - Capitalization
    - Double period
    - Other punctuation
  - Spelling suggestions made by Word 2013, in instances where context clearly called for the suggested spelling change.