



# **Employee Satisfaction and Campus Climate Survey 2020**

## **Summary of Results**

# The Latest from HR

- Benefits and Open Enrollment Extension
- Standing up the HR Advisory Committee
  - Upcoming projects and participation includes:
    - Compensation focus groups
    - Performance Management workshops
    - Learning and Development curriculum
    - Recognition programs
    - Diversity in recruitment and retention
- Commit to a follow-up meeting regarding reopening plan
- Reminder about the upcoming visits from Ajay, Joan and Jeff (and that people can jump into another unit's session if their unit's day/time doesn't work for them)



# A Brief History

## 2017 ModernThink

### Taskforce Recommendations

Identify infrastructure that will tend to the responsibility of the campus climate and establish accountability for ongoing work possibly including:

- Annual report to community
- Keep track of initiatives, improvement, units that have been successful, focus groups
- Gather feedback from communities on campus - what's working, what's not working

## TODAY

Two parts: Employee Satisfaction + Campus Climate

# Methodology & Response Rates

All Arcadia University employees were invited to participate in the **web-based** survey that was conducted March 30, 2020 through April 12, 2020.

The survey was **anonymous** and demographic questions were optional.

Survey Response rates are as follows:

- A total of 415 survey responses were received, an **overall response rate of 46%**.
- 83% of all respondents answered demographic questions (346/415).
- 116 survey respondents indicated they were members of the faculty, an overall faculty response rate of 24% (116/489).
  - The full-time faculty response rate was 49% (82/169).
  - The adjunct response rate was 11% (34/320).
- The overall response rate for staff was 56% (230/414).



# Employee Satisfaction – Section I



# High Rates of Agreement - Employee Satisfaction

## % Strongly Agree or Agree

- Senior **leadership** regularly **models this institution's values.** 80%
- I feel as though **my opinion is valued** by my supervisor or department chair. 79%
- People in my department **work well together.** 79%
- My supervisor/department chair **supports my efforts to balance** my work and personal life. 77%
- My supervisor/department chair regularly **models this institution's values.** 76%
- I feel able to **openly share my thoughts** with my **department** chair or supervisor. 75%

# Low Rates of Agreement – Employee Satisfaction

	% Strongly Agree or Agree
• Overall, I feel able to <b>openly share my thoughts</b> with Arcadia's senior <b>leadership</b> .	51%
• There's a sense that we're <b>all on the same team</b> at this institution.	51%
• Overall, I am <b>satisfied with the diversity</b> of the Arcadia University community.	47%
• The role of faculty and staff in <b>shared governance</b> is clearly stated and publicized.	45%
• Issues of <b>low performance</b> are addressed in my department.	45%





## Campus Climate – Section II





# High Rates of Agreement – Campus Climate

I believe that Arcadia University is an **inclusive environment** for:

	% Strongly Agree or Agree
• people of all <b>sexual orientations</b>	89%
• people of all <b>sexes and genders</b>	86%
• people of all <b>marital statuses</b>	86%
• people of all <b>gender identities</b>	84%



# High Rates of Agreement – Campus Climate

## % Strongly Agree or Agree

- I am confident in my ability to **support colleagues and students from diverse cultures.** 84%
- I believe that Arcadia University has a **commitment to create a community where everyone has a sense of belonging.** 84%
- I know to whom I should **report a concern** of discrimination. 80%

# Low Rates of Agreement – Campus Climate

## % Strongly Agree or Agree

- I believe that Arcadia University is an inclusive environment for people of all **political ideologies**. 56%
- I believe that Arcadia University makes **diversity of staff a priority**. 48%
- I believe that Arcadia University makes **diversity of faculty a priority**. 45%
- I believe that Arcadia University makes **retention of all faculty a priority** once they are hired. 45%
- I believe that Arcadia University makes **retention of staff a priority** once are hired. 43%



# The Composition of Arcadia University

## % Strongly Agree or Agree

- The **staff** represents who I am. 50%
- The **faculty and staff reflect the students we serve.** 44%

## % Neither Agree nor Disagree

- The **faculty** represents who I am. 47%



# Low Rates of Agreement – Campus Climate

% Strongly Agree or Agree

- I believe that all individuals have the **same opportunities** on campus regardless of their identities. 53%
- The **programming, events, and co-curricular activities** I have seen or experienced at Arcadia University have **represented the population of our students, faculty, and staff.** 51%



# Potential Blindspots

## % Strongly Agree or Agree

- I am confident in my ability to support colleagues and students from diverse cultures. 84%
- I am confident in discussing issues of diversity, inclusion and equity. 69%

## % Extremely Comfortable or Comfortable

- How equipped do you feel to discuss diversity and inclusion topics in the classroom, in the workplace and/or with students? 77%



# Differences Between Faculty and Staff Experience

% Strongly Agree or Agree	Faculty	Staff
People in my department <b>work well together</b>	71%	82%
I am given the <b>opportunity to develop my skills</b> at this institution	71%	64%
I feel as though <b>my opinion is valued by my supervisor or department chair</b>	84%	75%
Overall, I feel as though my <b>opinion is valued by the Arcadia community</b>	63%	55%

# Differences Between Faculty and Staff Experience

% Strongly Agree or Agree	Faculty	Staff
Arcadia makes <b>diversity of staff</b> a priority.	36%	53%
Arcadia makes <b>diversity of students</b> a priority.	48%	66%
I feel <b>supported and mentored by my Unit Head</b> in my professional development and career advancement.	68%	55%

% Strongly Disagree or Disagree	Faculty	Staff
Arcadia makes <b>retention of all staff a priority</b> once they are hired.	30%	50%

## Differences by Race/Ethnicity - Employee Satisfaction

% Strongly Agree or Agree	Black/African American	Overall
I receive <b>feedback from my Unit Head that helps me.</b>	<b>67%</b>	<b>73%</b>
Issues of <b>low performance are addressed</b> in my dept.	<b>37%</b>	<b>45%</b>
We <b>celebrate significant milestones and important accomplishments</b> at Arcadia	<b>48%</b>	<b>61%</b>
Overall I am <b>satisfied with the diversity</b> of the Arcadia community.	<b>37%</b>	<b>47%</b>
Overall, I feel the <b>level of attention paid to meaningful inclusion at Arcadia is appropriate.</b>	<b>48%</b>	<b>56%</b>

## Differences by Race/Ethnicity – Campus Climate

% Strongly Agree or Agree	Black/African American	Overall
I believe that Arcadia makes <b>diversity of staff a priority</b> .	33%	48%
If I raised a concern about discrimination, <b>I am confident my employer would do what is right</b> .	41%	65%
I believe Arcadia University is an <b>inclusive environment</b> for people of all races and ethnicities.	56%	72%

## Differences by Race/Ethnicity – Campus Climate

% Strongly Agree or Agree	Hispanic/Latino(a)	Overall
I believe that Arcadia University is a <b>diverse community</b> .	<b>39%</b>	<b>57%</b>
I feel the <b>composition of the Arcadia University faculty represents who I am</b> .	<b>8%</b>	<b>38%</b>
I feel the <b>composition of the Arcadia University staff represents who I am</b> .	<b>23%</b>	<b>50%</b>

## Differences by Gender – Campus Climate

% Strongly Agree or Agree	Females	Males
I am confident in discussing issues of diversity, inclusion and equity.	75%	66%
I know to whom I should report a concern of discrimination.	76%	87%
If I raised a concern about discrimination, I am confident my employer would do what is right.	62%	74%
My supervisor or department chair creates an environment that is trusting and open.	70%	77%





## Differences by Length of Service - Satisfaction

**Issues of low performance are addressed in my department - % strongly agree or agree:**

**64%** of those employed at Arcadia **1 year or less**

**41%** of those employed at Arcadia **2-5 years**

**49%** of those employed at Arcadia **6-10 years**

**39%** of those employed at Arcadia **10 years or more**

**There's a sense that we are all on the same team at this institution - % strongly agree or agree:**

**65%** of those employed at Arcadia **1 year or less**

**48%** of those employed at Arcadia **2-5 years**

**49%** of those employed at Arcadia **6-10 years**

**47%** of those employed at Arcadia **10 years or more**



## Differences by Length of Service - Climate

**Arcadia University is a diverse community - % strongly agree or agree:**

**80%** of those employed at Arcadia **1 year or less**

**55%** of those employed at Arcadia **2-5** years

**56%** of those employed at Arcadia **6-10** years

**48%** of those employed at Arcadia **10** years or more

**Arcadia University makes diversity of staff a priority - % strongly agree or agree:**

**72%** of those employed at Arcadia **1 year or less**

**49%** of those employed at Arcadia **2-5** years

**44%** of those employed at Arcadia **6-10** years

**39%** of those employed at Arcadia **10** years or more



## Differences by Length of Service - Climate

**Arcadia University makes retention of all staff a priority once they are hired -  
% strongly agree or agree:**

**38%** of those employed at Arcadia **1 year or less**

**29%** of those employed at Arcadia **2-5 years**

**18%** of those employed at Arcadia **6-10 years**

**17%** of those employed at Arcadia **10 years or more**

**Arcadia University makes retention of all faculty a priority once they are hired -  
% strongly agree or agree:**

**38%** of those employed at Arcadia **1 year or less**

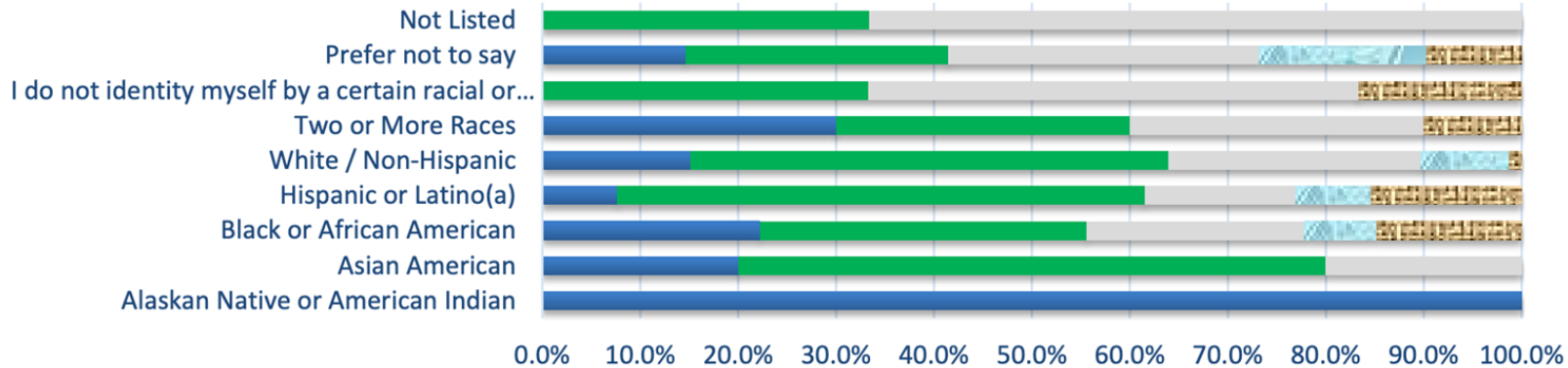
**40%** of those employed at Arcadia **2-5 years**

**29%** of those employed at Arcadia **6-10 years**

**29%** of those employed at Arcadia **10 years or more**

# Demographics Compared – Campus Climate

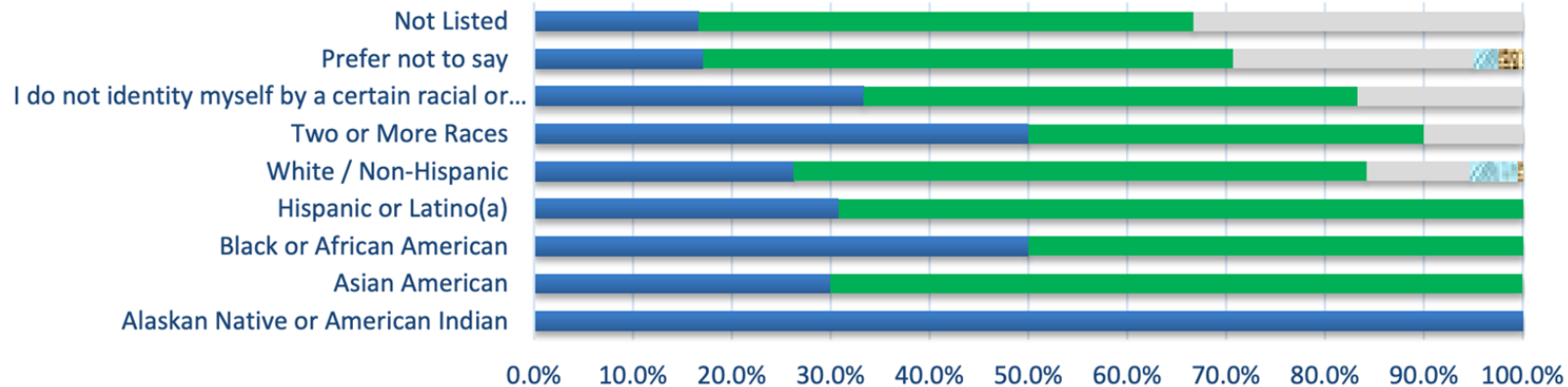
**I believe that Arcadia University makes diversity of students a priority.**



**Black/African American had lowest rate of agreement and Hispanic or Latino(a) had highest rate of disagreement.**

# Demographics Compared – Campus Climate

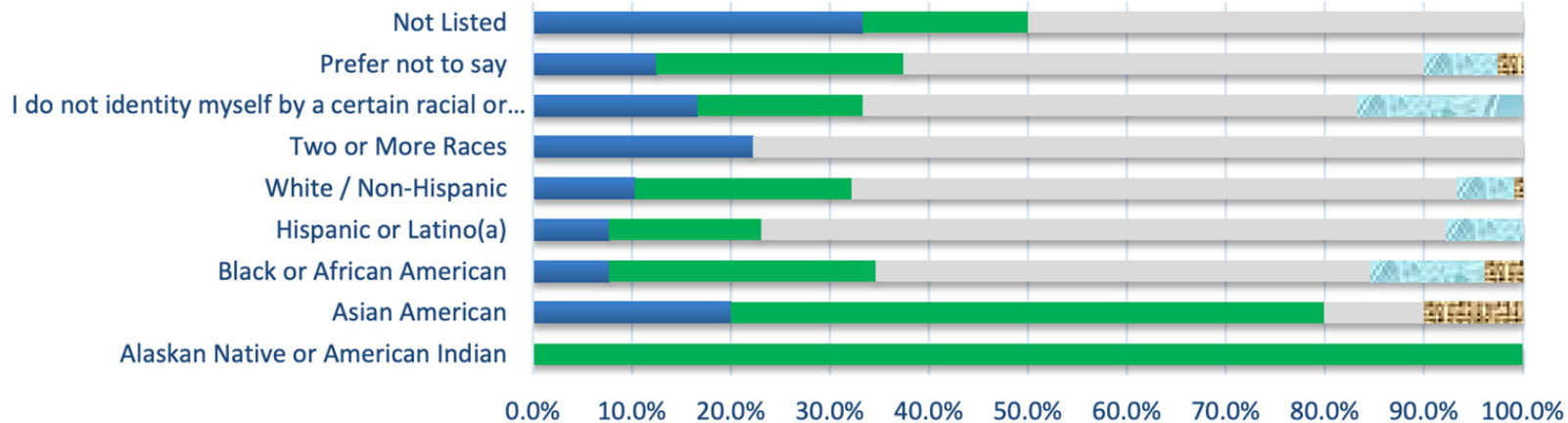
**I am confident in my ability to  
support colleagues and students from diverse cultures.**



**100% of four groups strongly agreed or agreed; White non-Hispanic had the lowest rate of agreement (60%)**

# Demographics Compared – Campus Climate

**Course work is often geared toward diversity-related issues in my classroom.**

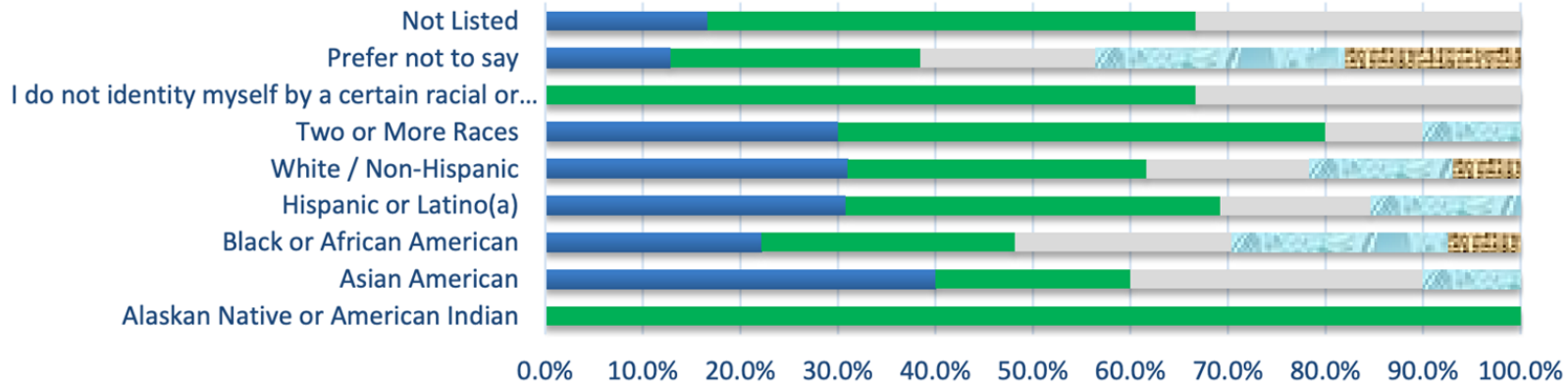


**Hispanic or Latino(a) had lowest rate of agreement and Black/African American had highest rate of disagreement.**



# Demographics Compared – Campus Climate

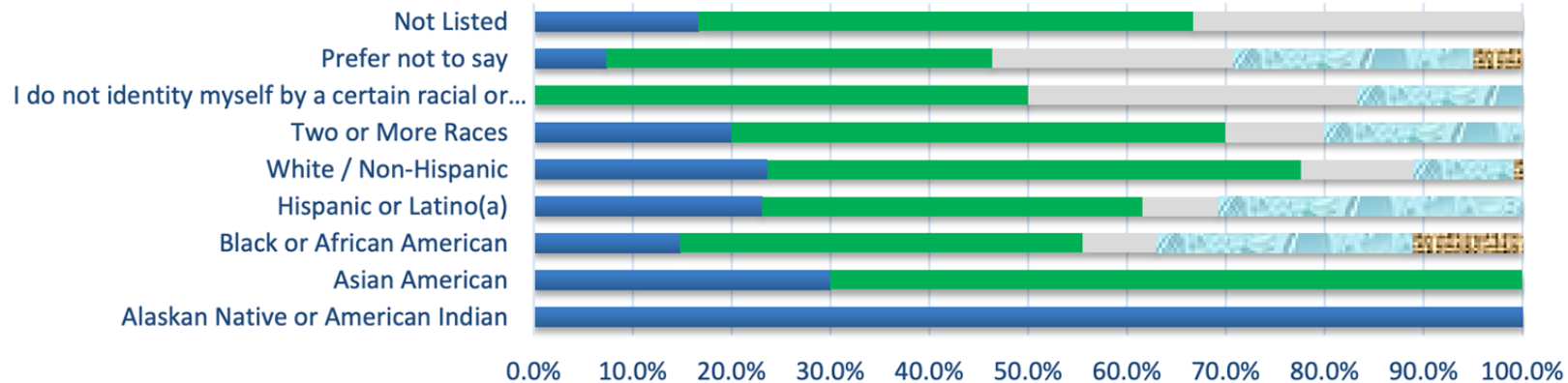
**I feel supported and mentored by my Unit Head in my professional development and career advancement.**



**Black/African American had lowest rate of agreement and the highest rate of disagreement.**

# Demographics Compared – Campus Climate

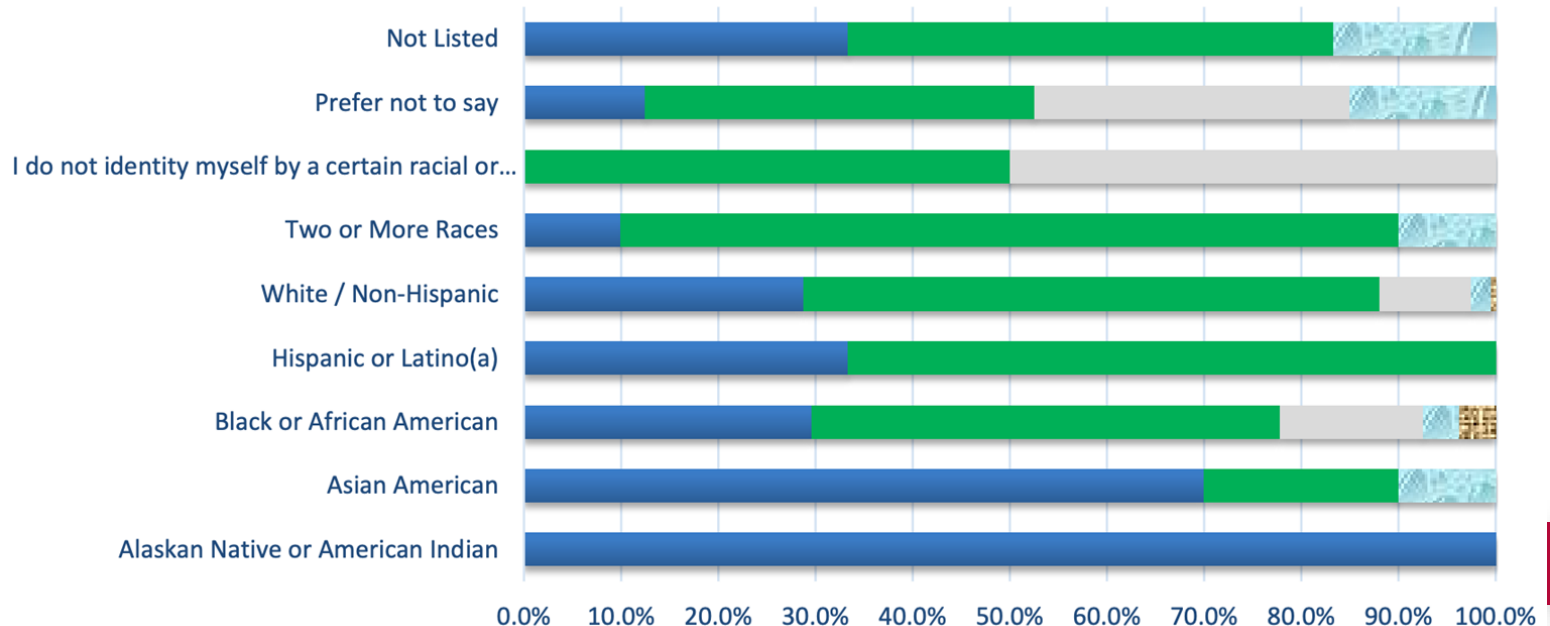
**I believe that Arcadia University is an inclusive\* environment for people of all races and ethnicities.**



**Black/African American had lowest rate of agreement and the highest rate of disagreement.**

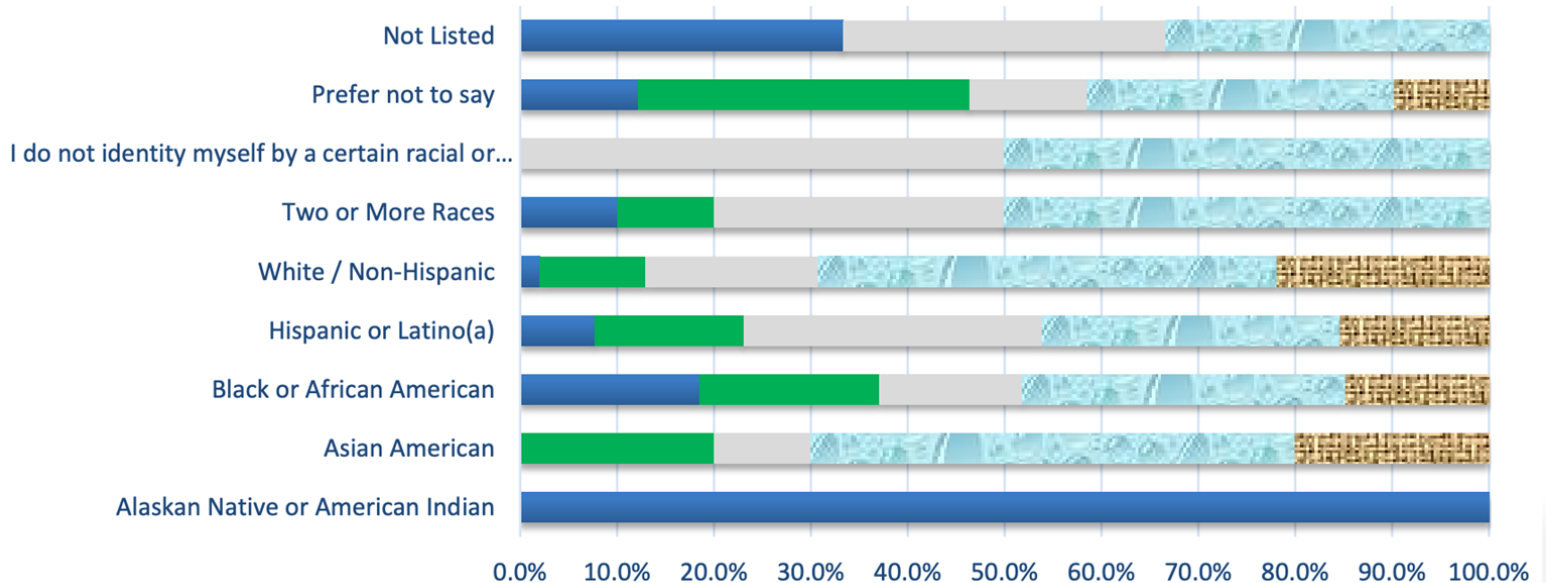
# Demographics Compared – Campus Climate

**I believe that Arcadia University has a commitment to create a community where everyone has a sense of belonging.**



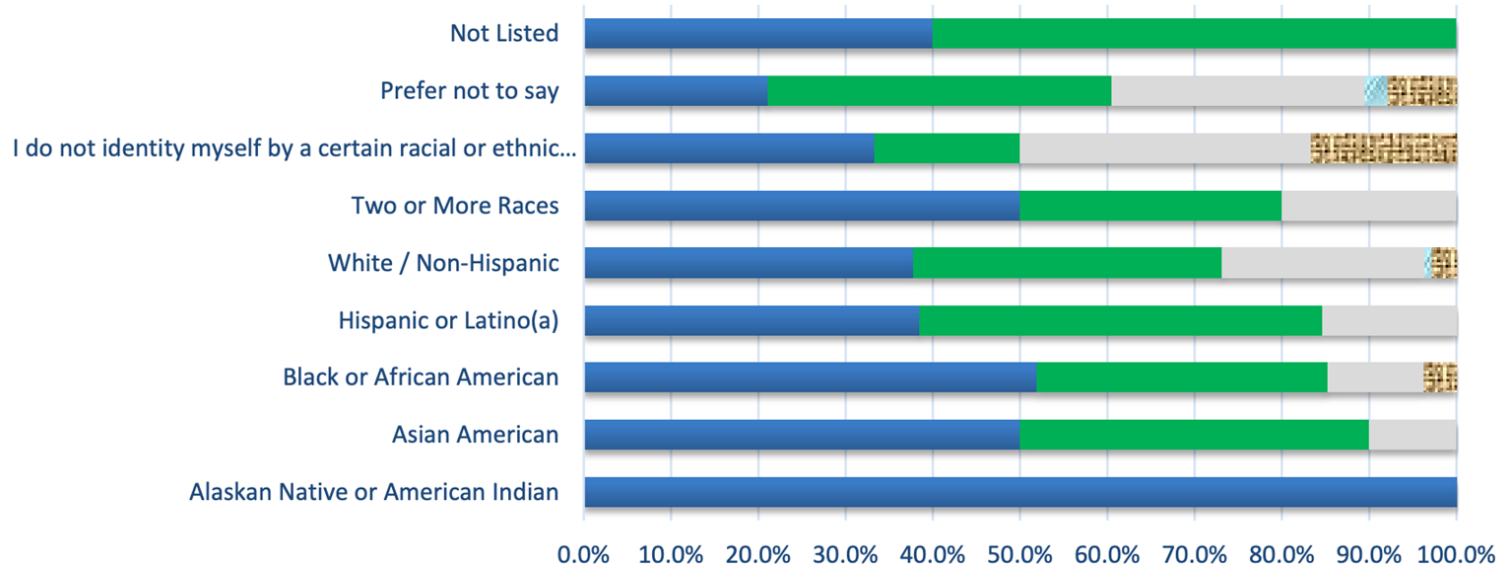
# Demographics Compared – Campus Climate

I feel the need to de-emphasize (minimize) my identity(ies) in order to get along with others here at Arcadia University.



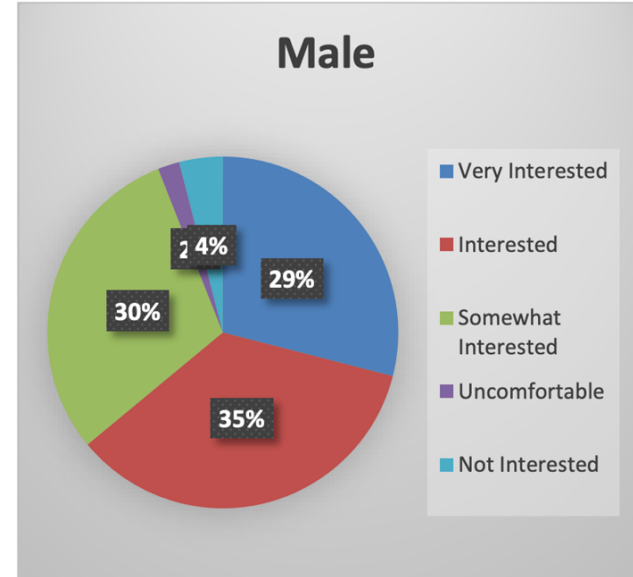
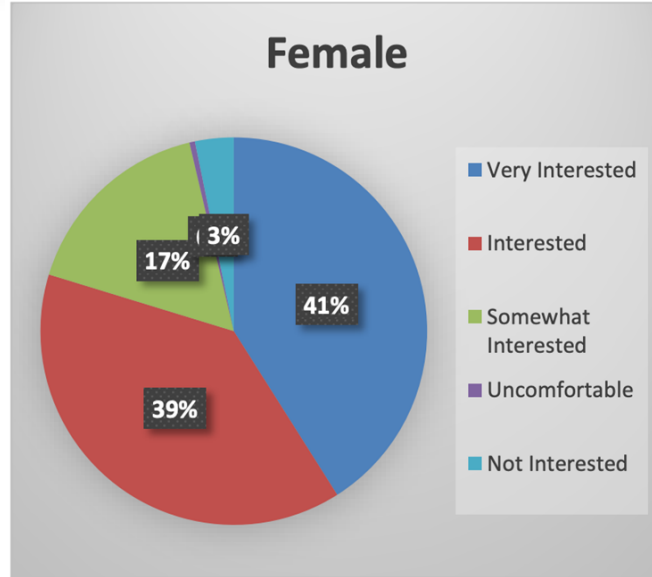
# Demographics Compared – Campus Climate

How interested are you in learning to discuss diversity and inclusion topics in the classroom, in the workplace and/or with students?



**White / Non-Hispanic had lowest rate of agreement.**

# Demographics Compared – Campus Climate

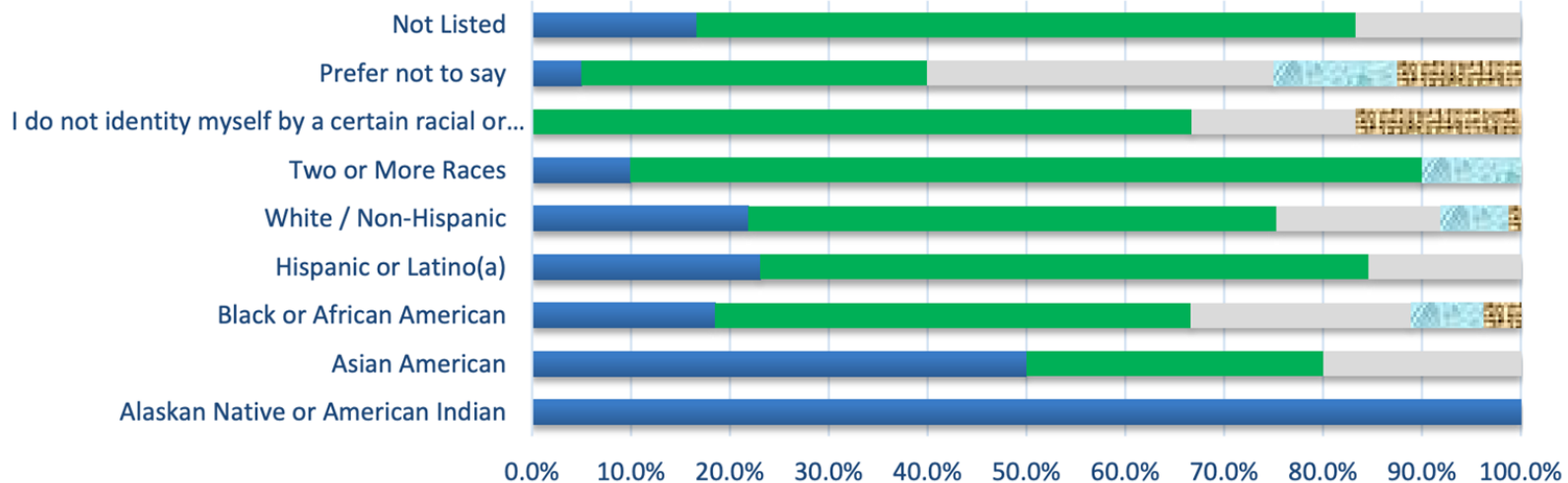


“How interested in learning to discuss . . . ” Fewer males agreed (64% vs. 80%)



# Demographics Compared – Employee Satisfaction

**Overall, I am satisfied with my experience  
as a member of the Arcadia University community.**



**Black/African American had lowest rate of agreement and highest rate of disagreement.**



**What Are We Doing With What We  
Are Learning?**



**Recognition for High Performance**

## Ways Employees Want to be Recognized for Doing a Good Job



A word cloud illustrating various ways employees want to be recognized for doing a good job. The words are arranged in a central cluster, with some oriented vertically and others horizontally. The words include:

- COMPENSATION
- RECOGNITION
- RESPONSIBILITIES
- OPPORTUNITIES
- THANK
- THANKYOU
- DEVELOPMENT
- SUPPORT
- ERP
- LEAVE
- TIME
- FEEDBACK
- FREEDOMS
- FORMAL
- PROFESSIONAL



# **Top 3 Priorities to Improve Quality of the Workplace & Strength of Culture**





COMMUNICATION  
RECOGNITION  
COMPENSATION  
PERFORMANCE  
REVIEW  
COMMUNITY  
SUPPORT  
FINANCIAL STRENGTH  
PRIDE  
EMPLOYEES  
DIVERSITY  
ACCOUNTABILITY  
PROFESSIONAL  
COLLABORATION  
TRANSPARENCY  
DEVELOPMENT  
LEADERSHIP  
CATERING  
LEAVE  
DEPARTMENT ISSUES  
CLARITY  
PUB  
CELEBRATION  
CONFERENCE  
APPRECIATION  
FAIRNESS  
TRANSITION  
BALANCE  
FACILITIES  
SKILLED  
FLEXIBLE SCHEDULES  
REMOTE WORK  
SHARED COVERAGE  
PIONEER TRADITION  
STUDENT CENTERED  
STAFF ADVOCATES  
MERIT PAY  
ADAPTABILITY  
DEPARTMENTAL ISSUES



## Underway or On the Horizon – Employee Satisfaction

- Compensation Study
- Performance Management Project
- Adaptive Strategy Priorities
- Expanded Stakeholder Engagement (Staff Council, Senate, Unit-Level Outreach)
- Enhanced Professional Development for Staff





## Underway or On the Horizon – Campus Climate

- Initiatives for Combating Anti-Black Racism  
(Hiring/Retention, Programming, Curricular Infusion, Student Support)
- Community of Practice
- LOVE Pilot
- Center for Teaching, Learning and Mentoring
- Adaptive Strategy Priorities
- Increased use of/focus on Institutional Research



# Assessment to Support Continuous Improvement

- Consistently assess Employee Satisfaction and Campus Climate
  - Distinct complementary instruments
  - Cyclical administration - alternating years
  - Communication of & collaboration in use of results
  - Best practices & benchmarks to support process improvement
- Measure and report on progress in other areas:
  - NSSE (National Survey on Student Engagement)
  - ABRI Initiatives
- The Full Employee Satisfaction and Climate Report will be available at the IR website at <https://www.arcadia.edu/university/offices-facilities/institutional-research-and-effectiveness>



**Questions / Comments?**