



Campus & Workplace  
Culture Survey

**2023 CWC Pulse Survey |  
CU System Administration Results Webinar**  
Survey Administered Oct 23 – Nov 10, 2023



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Housekeeping

- Webinar is being recorded.
- Follow up email will include links to all CWC information and slides from presentation.
- Data tool will be available.
- Visit our CWC website: <https://www.cu.edu/cwc-system>
- Use the Q & A box to submit questions.
- We will answer questions in chat as they come in.



# Agenda

- **CWC Survey Overview**
- **Response Rates and Demographics**
- **Survey Results**
- **Next Steps**

# What is the Campus and Workplace Culture Survey?

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- Regent Resolution to survey staff, faculty, and students on the environment.
  - To occur every four years starting in 2021 at campuses and system
  - Should include micro-survey between full administrations.
  - Next full survey is 2025.

# 2021

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- Creation of CWC Survey in collaboration with all campuses and system.
- Launched full CWC Survey (Fall 2021).

# 2022

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- Analyzed, shared results, and collected qualitative feedback.
- Made recommendations and created system action plan.
- Departments created action plans.
- Implemented action plans and shared People and Culture Vision (Fall 2022).

# 2023

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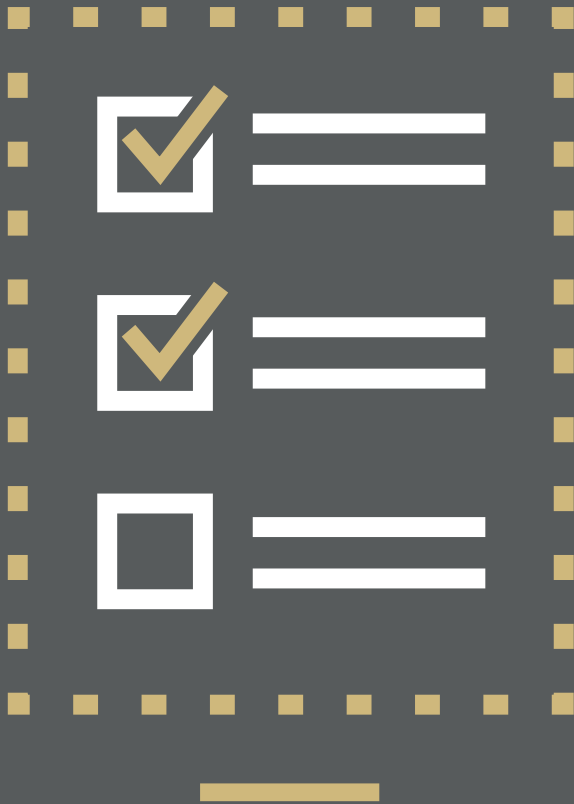
- System and departments performed action plans.
- Created Pulse Survey.
- Launched Pulse Survey (Fall 2023).
- Shared results with leadership.
- Share results with system (February 2024).

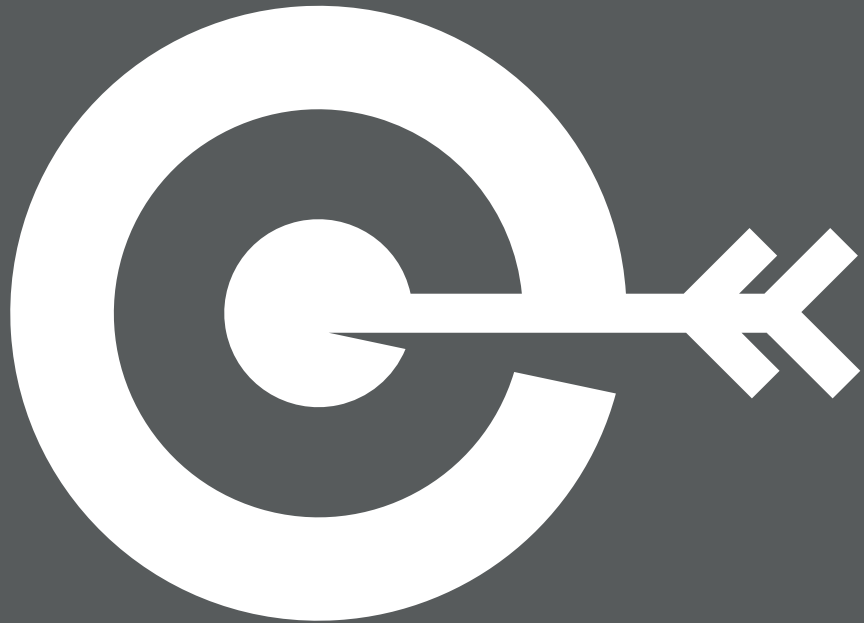
# System Administration Focus Areas

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The survey questions are organized by themes:

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





# People & Culture Vision

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CU System Administration aspires to be a desirable place to work with a diverse workforce of top talent who are included, empowered and valued.

System Administration actively works to develop and maintain an inclusive culture where employees feel a sense of belonging, can find and build community, and are able to meaningfully contribute to CU's mission and purpose.

# System Action Plan

## Belonging

**Goal 1:** Strengthen employees' sense of connection to and community within System Administration.

**Goal 2:** Increase employees' awareness and understanding of identity and culture and strengthen their skills and abilities to engage in culturally responsive ways.

## Growth & Development

**Goal 1:** Address barriers to employee participation in relevant professional development opportunities to support their learning and acquisition of new skills.

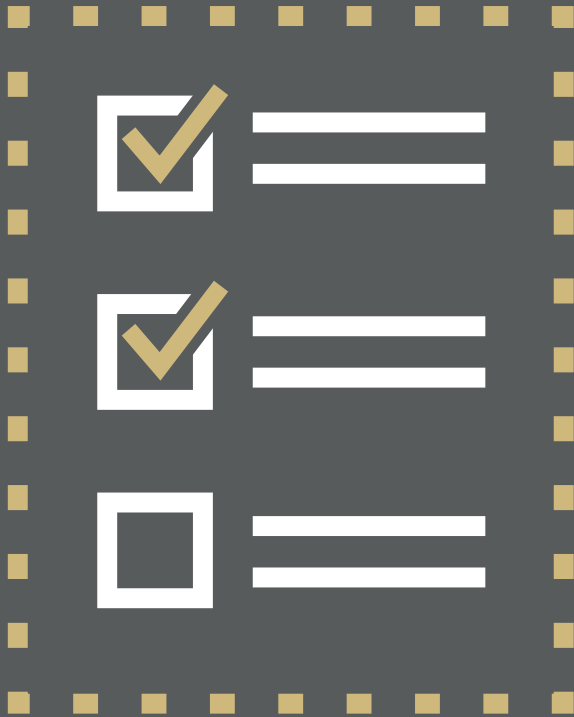
**Goal 2:** Ensure employees and supervisors engage in effective employee goal setting, feedback, coaching, and career growth processes to support employee development.



# Pulse Survey Administration

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- Survey launched October 23 and closed November 10, 2023.
- Employees active as of September 1, 2023 invited to complete the survey.
- A **confidential survey** with **anonymized results**.
  - Aggregated to groups of **10 or more** responses to maintain the anonymity.
- Focused on Belonging, Growth & Development, Misconduct, and strategic plan questions.





# Department Groupings

## Advancement

### Budget & Finance

*Budget & Finance (CFO)*

*Treasurer Operations*

### Employee Services

*CU Health Plan Administration*

*Employee Services*

### External Relations & Strategy

*State & Federal Relations*

*University Relations*

### Internal Audit

## Office of the President

*Chief of Staff*

*OOTP-President Operations*

*Regents Operations*

*Academic Affairs*

## Procurement Service Center

### Risk Management

## University Information Services (UIS)

*University Info Services*

*IT Security*

## University Counsel

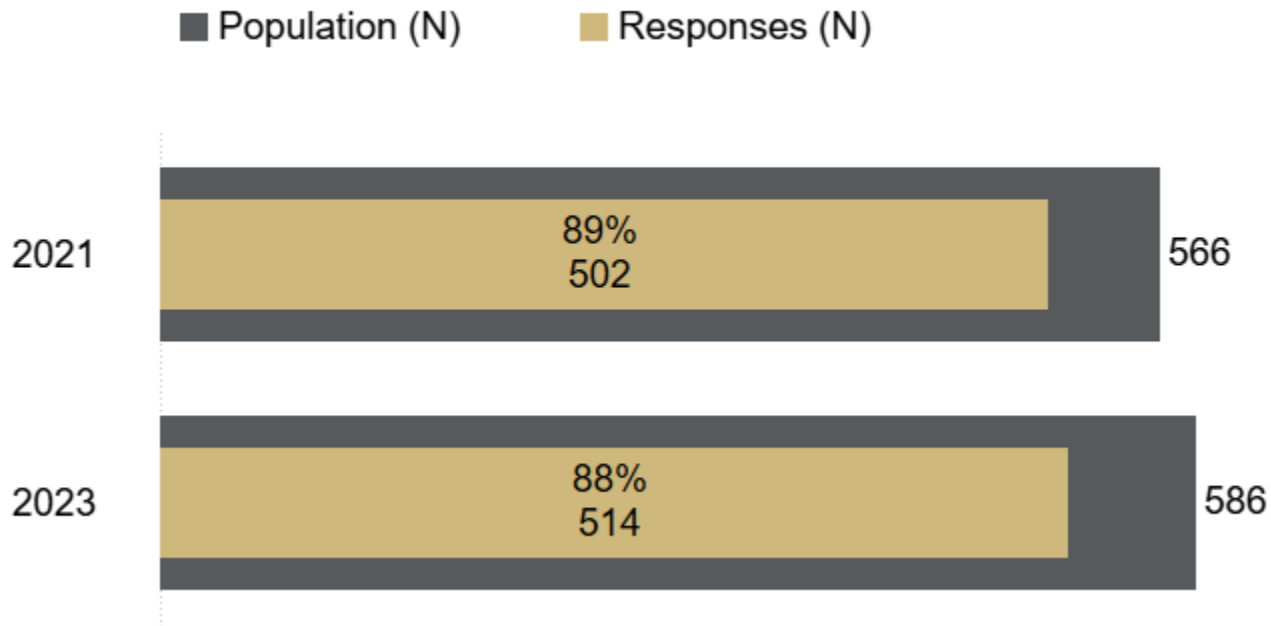
### University Controller

*\*\*Highlights are reorgs or new groups*

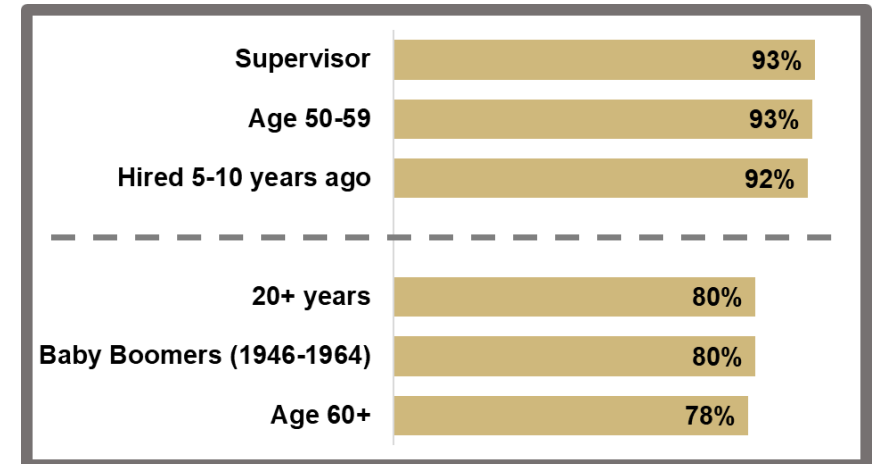
# **System Administration Response Rates and Demographics**

# System Administration Response Rates

The response rate (or % Response) is the percentage of surveys submitted divided by the total number of survey invitations.

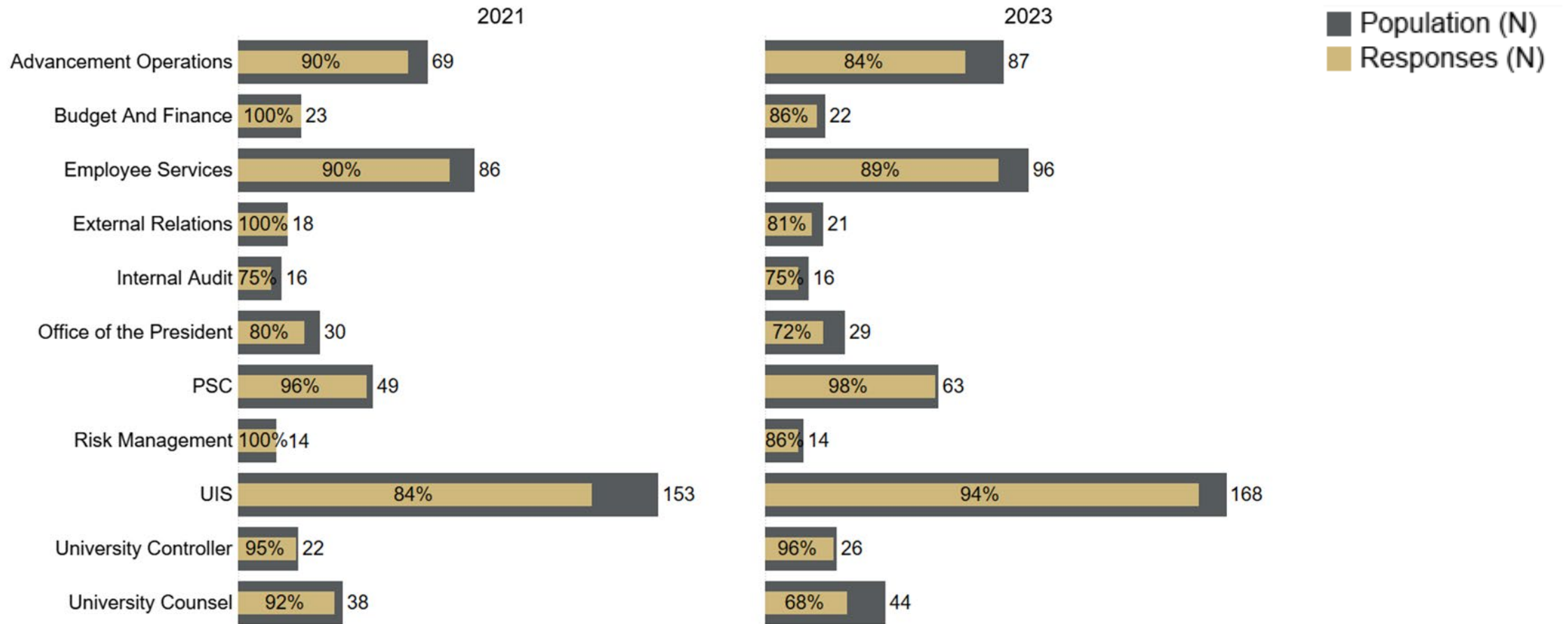


## Top 3 / Bottom 3 Response Rates by Demographic



# Department Response Rates

The response rate (or % Response) is the percentage of surveys submitted divided by the total number of survey invitations.



# Survey Demographics

## Protected classes:

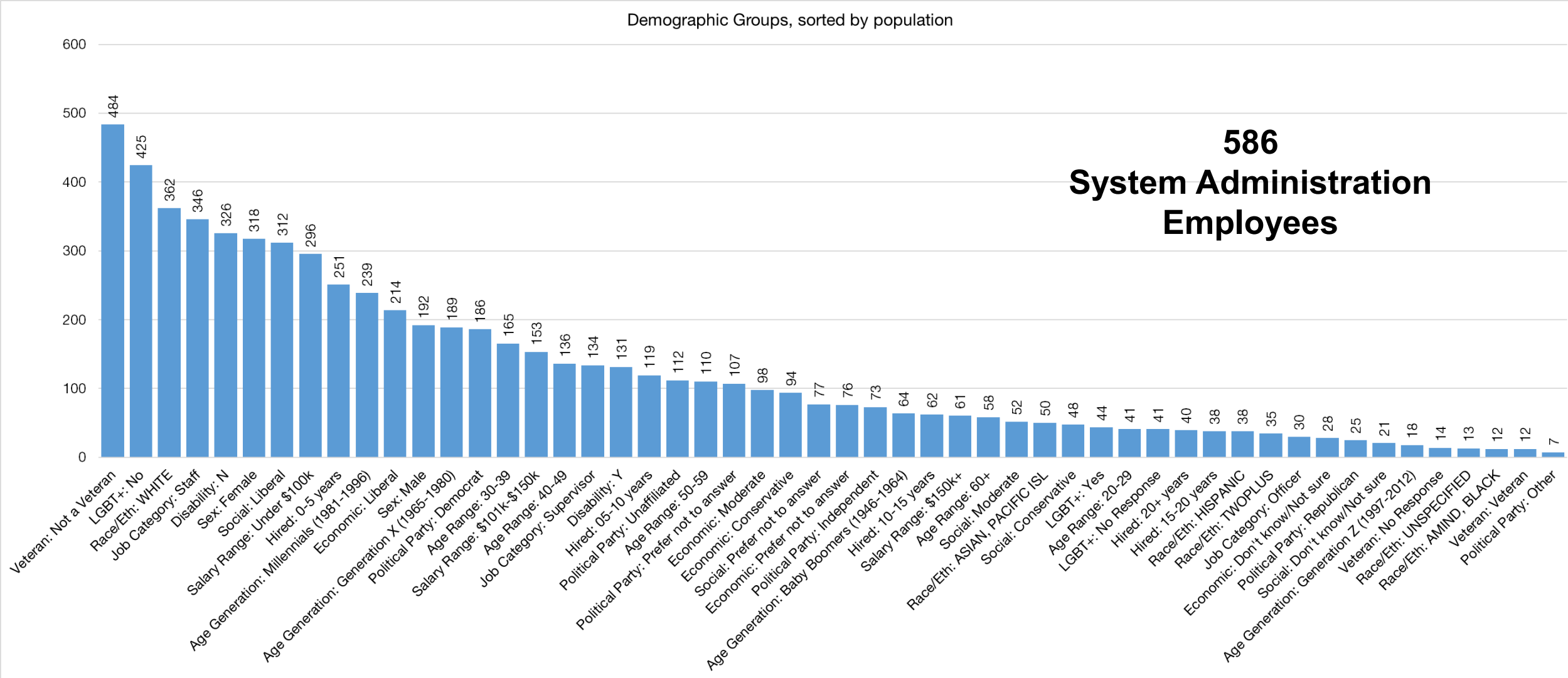
- Age
- Race / ethnicity
- Sex
- Disability
- Sexual orientation & Gender Identity
- Political affiliation
- Political philosophy
- Veteran

## Other demographics included:

- Supervisors & Officers
- Age generation
- Hired Date Range

*Only protected classes with reportable survey results are listed.*

# Population Size by Demographic Group



Source: System Office CWC Survey administration of staff between Oct 23 and Nov 10, 2023. Results limited to completed surveys agreeing to participate.

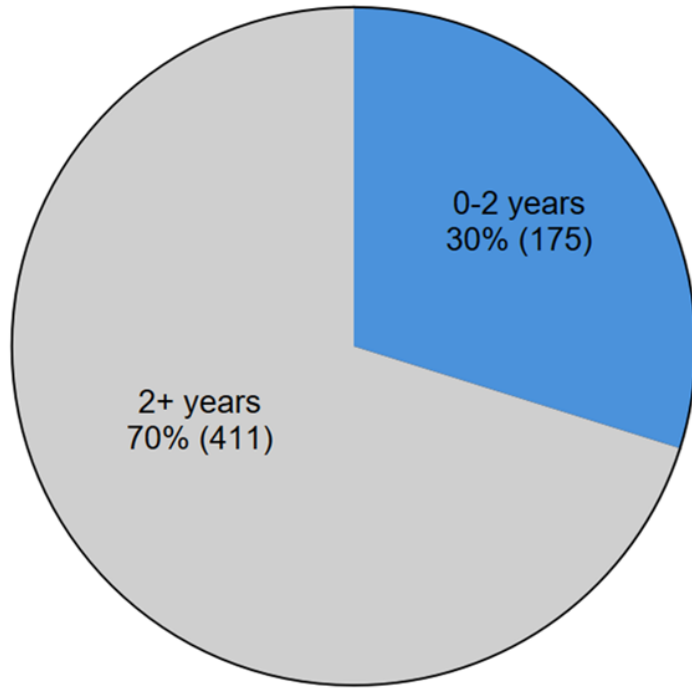
# Changing Population

Dept Rollup (2023)	Population (N)		Change (N)		Change (%)	
	2021	2023	2021	2023	2021	2023
Advancement Operations	69	87		18		26.1%
Budget And Finance	23	22		-1		-4.3%
Employee Services	86	96		10		11.6%
External Relations	18	21		3		16.7%
Internal Audit	16	16		0		0.0%
Office of Digital Education	48			-48		-100.0%
Office of the President	30	29		-1		-3.3%
PSC	49	63		14		28.6%
Risk Management	14	14		0		0.0%
UIS	153	168		15		9.8%
University Controller	22	26		4		18.2%
University Counsel	38	44		6		15.8%
Grand Total	566	586		20		3.5%

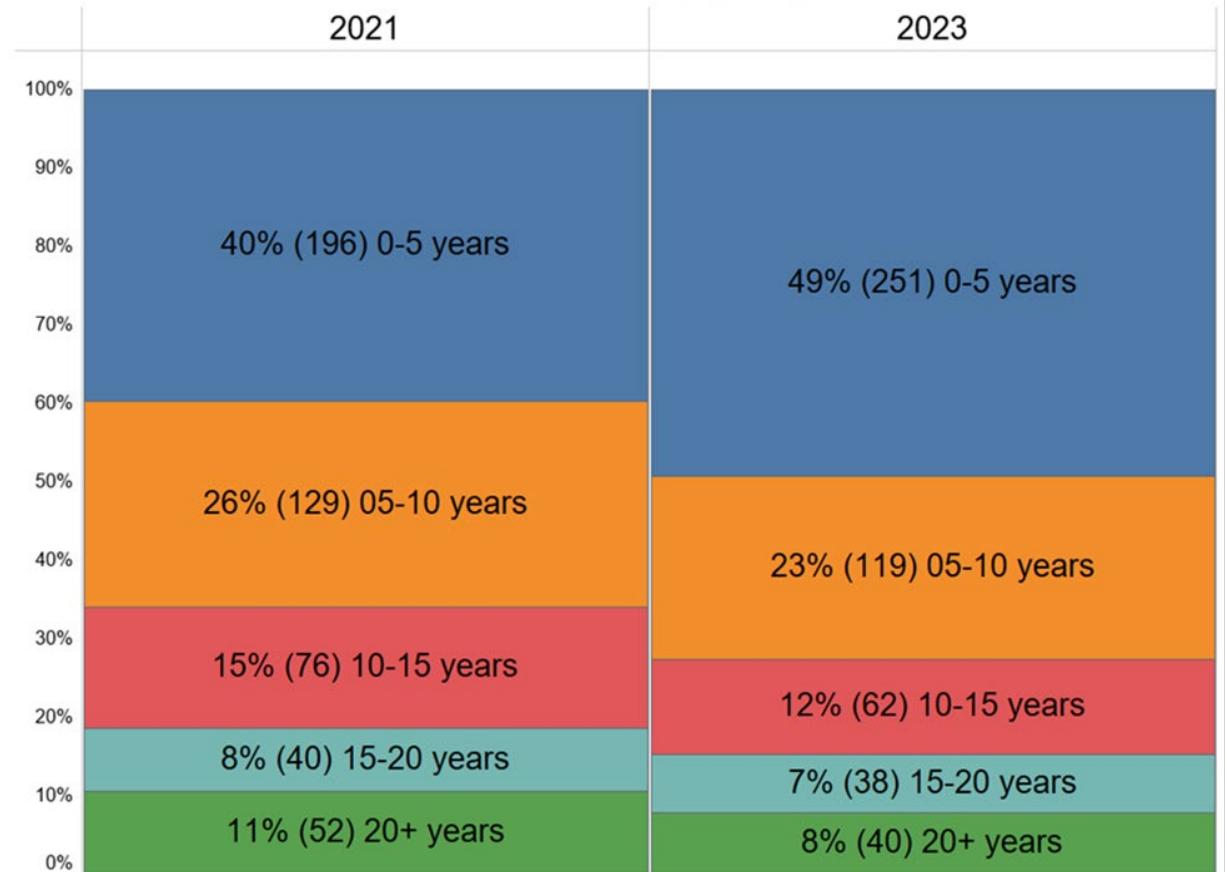


# Changing Population

New Employees since Fall 2021  
(by Hired Date Range)



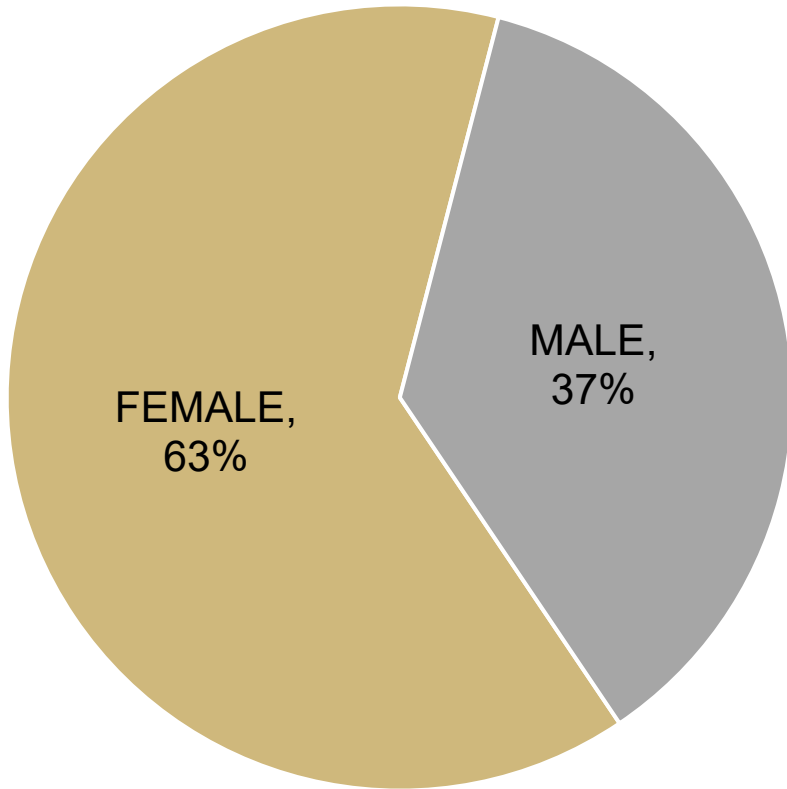
% Hire Date Range (HCM)



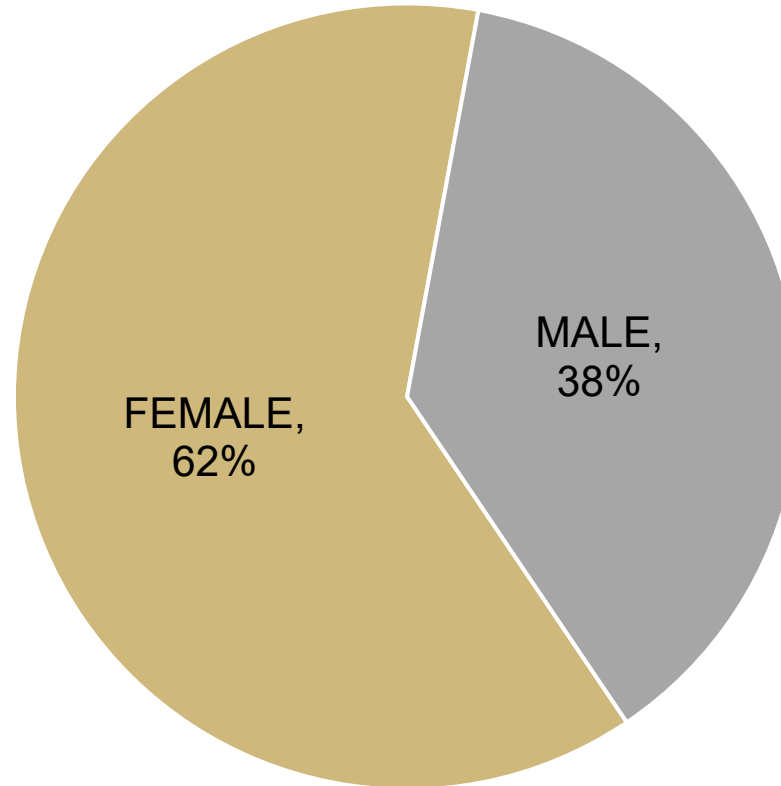
# Sex

## System Administration Results

2021



2023



United States<sup>®</sup>  
**Census**  
Bureau

Adult Population  
18+



**Female**

**51.5%**

**50.2%**

**Male**

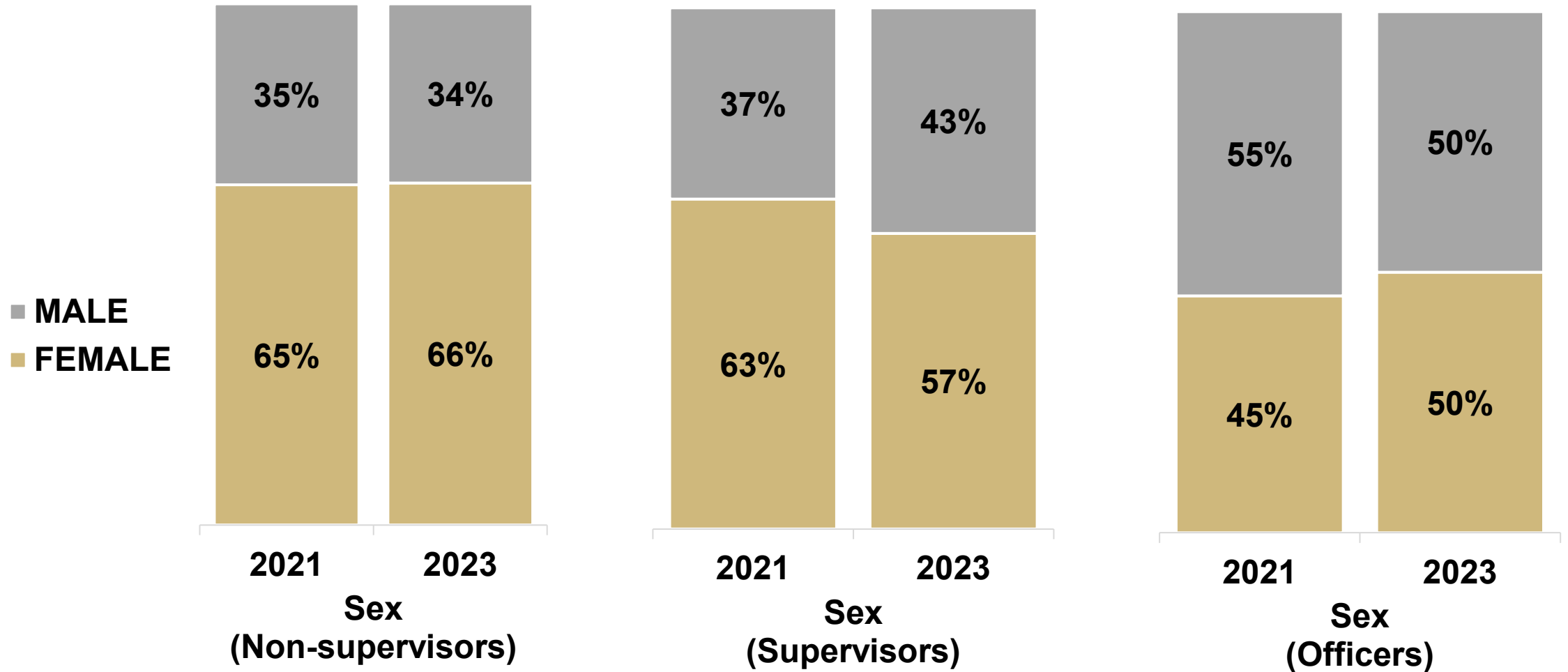
**48.5%**

**49.8%**

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

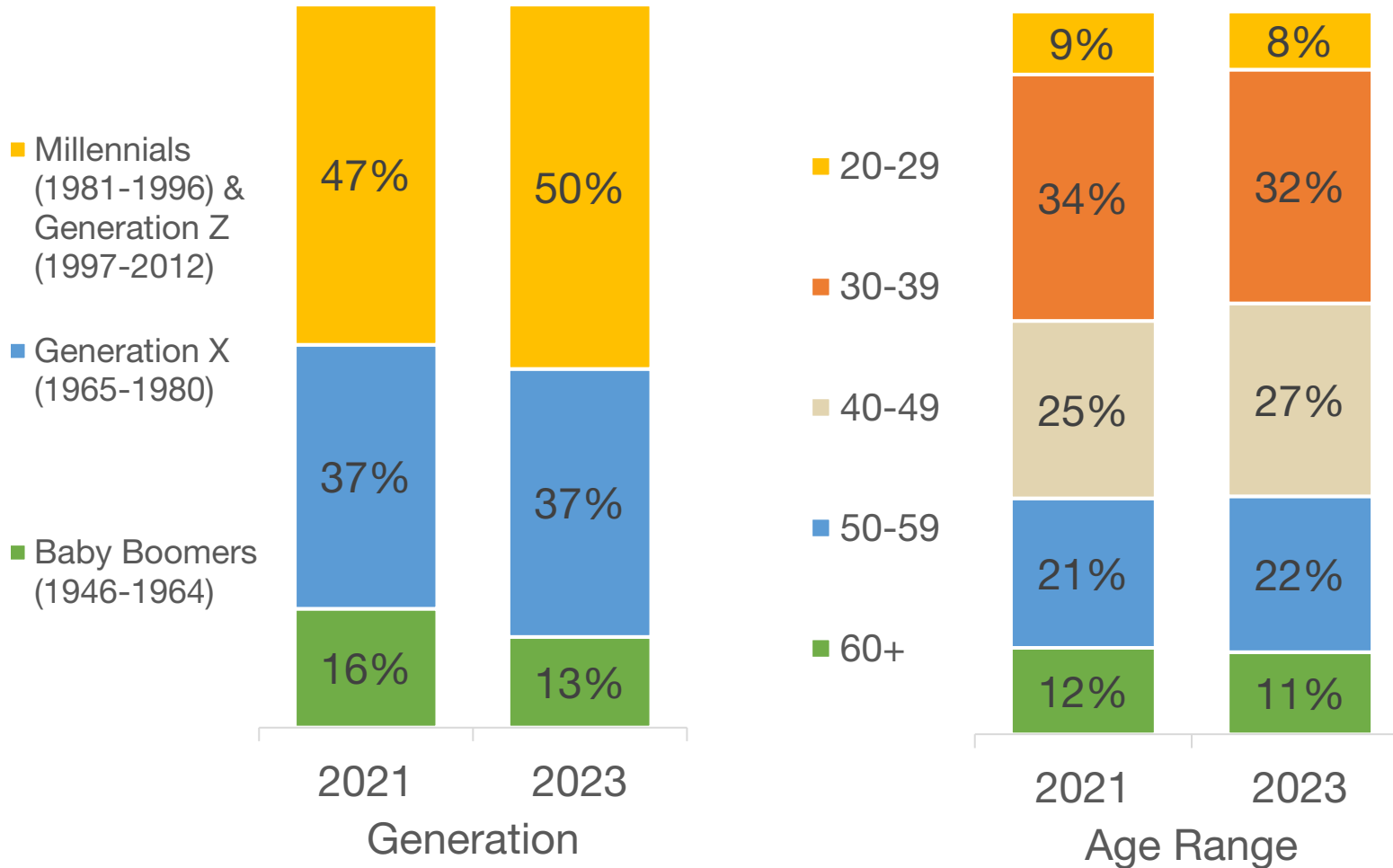
# Staff Demographics | Sex by Job Category



System Administration Results



# Age

## System Administration Results



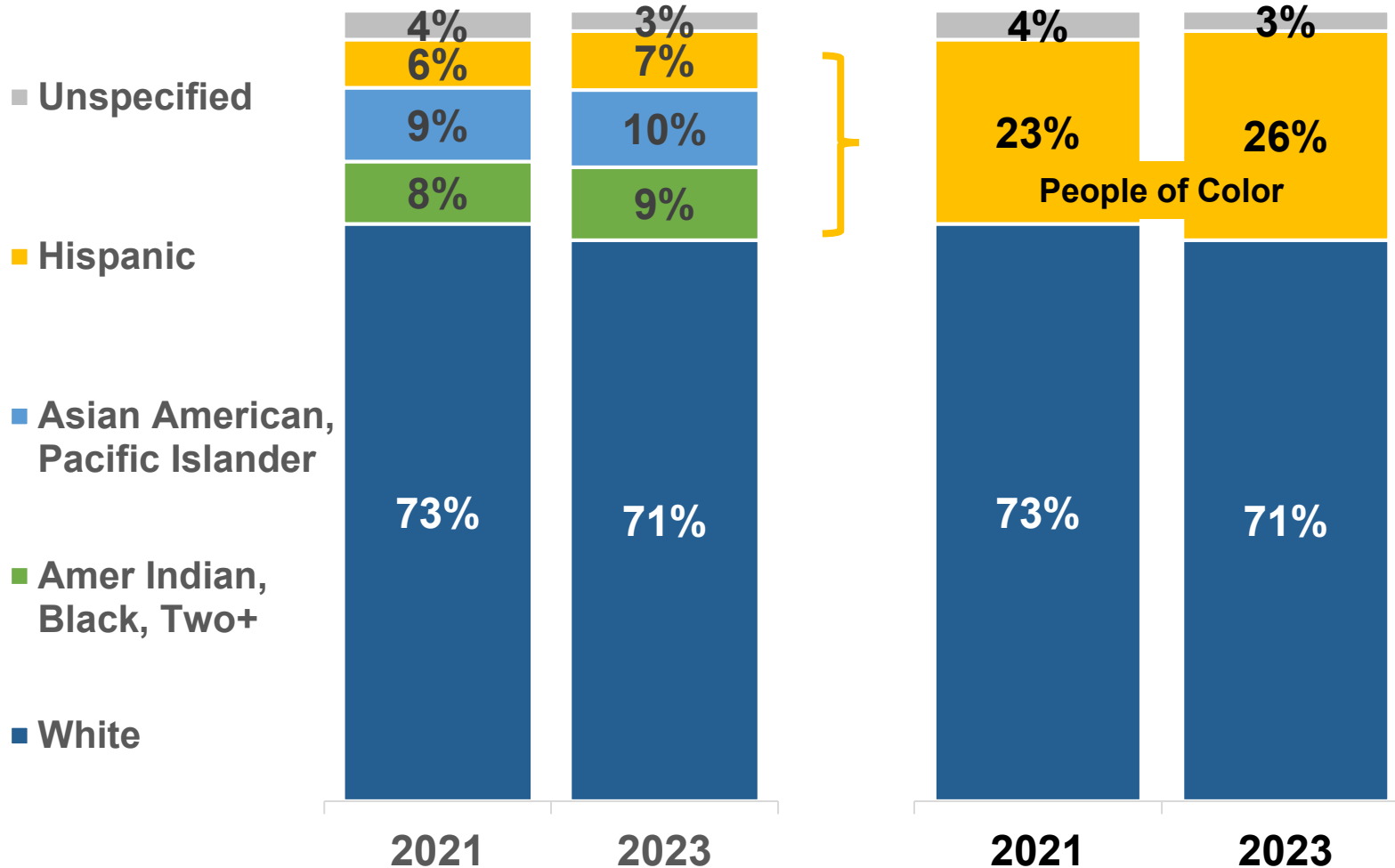
		
<b>20 to 29</b>	<b>22%</b>	<b>22%</b>
<b>30 to 39</b>	<b>21%</b>	<b>23%</b>
<b>40 to 49</b>	<b>19%</b>	<b>20%</b>
<b>50 to 59</b>	<b>20%</b>	<b>19%</b>
<b>60 to 69</b>	<b>18%</b>	<b>17%</b>

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



Source: 2023 CWC Survey System Administration results as of 11/23/2023, limited to completed responses agreeing to participate.

# Race/Ethnicity

## System Administration Results



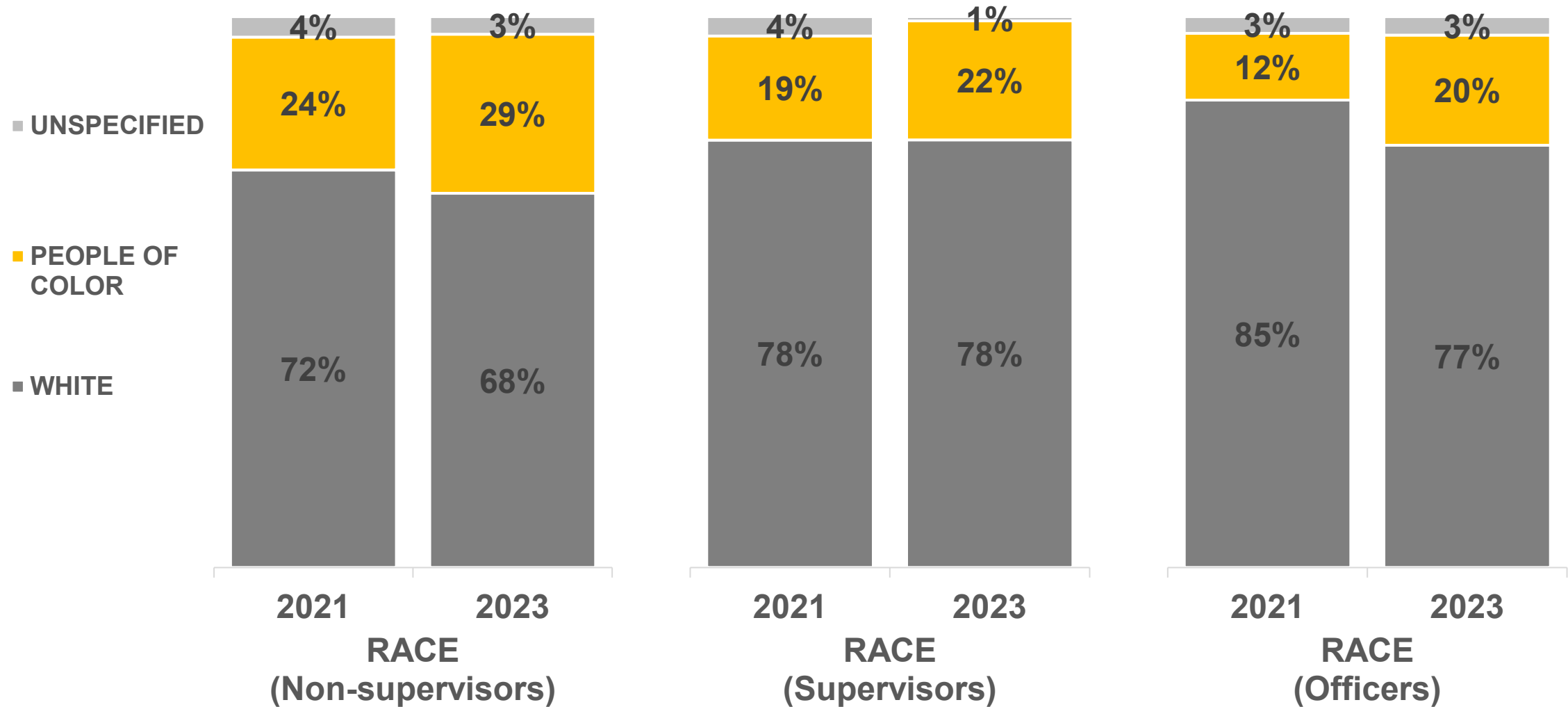
Source: 2023 CWC Survey System Administration results as of 11/23/2023, limited to completed responses agreeing to participate.

		
People of Color	42%	34%
Hispanic	19%	23%
Asian American, Pacific Islander	6%	4%
American Indian, Black, Two or more races	17%	7%
White	58%	66%

Source: CO 2022, <https://demography.dola.colorado.gov/>  
U.S. Census Bureau, 2020 <https://data.census.gov/>

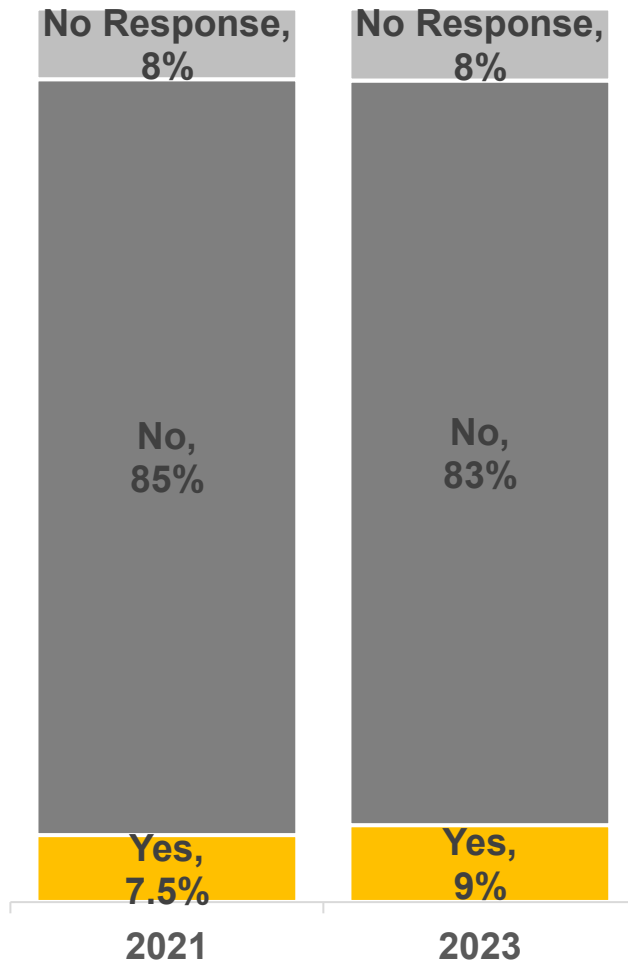
# Staff Demographics | Race by Job Category

System Administration Results



# Gender Identity/Sexual Orientation

## System Administration Results



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

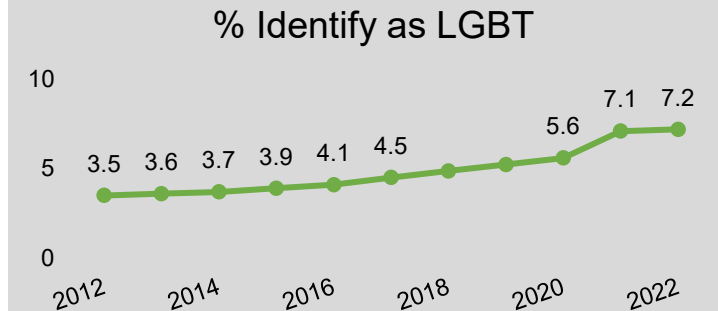


GALLUP

**7.2 %**

**U.S. LGBT Population**

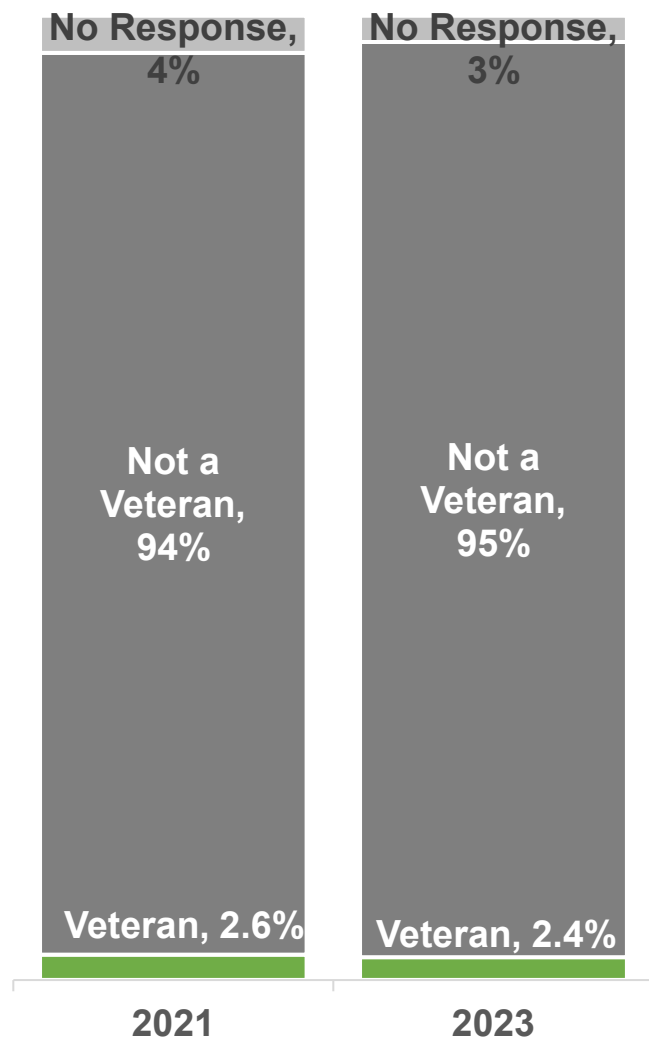
- LGBT identification up from 5.6% in 2020, 3.5% in 2012
- 20% Gen Z adults identify as LGBT



Source: Gallup, <https://news.gallup.com/poll/470708/lgbt-identification-steady.aspx>

# Veteran Status

## System Administration Results





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

Did you know that any active service after 1990 qualifies as an active-duty wartime veteran?

United States<sup>®</sup>  
**Census**  
Bureau

Adult Population  
18+

 **7.1%** Veterans in U.S. Adult Population

 **8.4%** Veterans in CO Adult Population

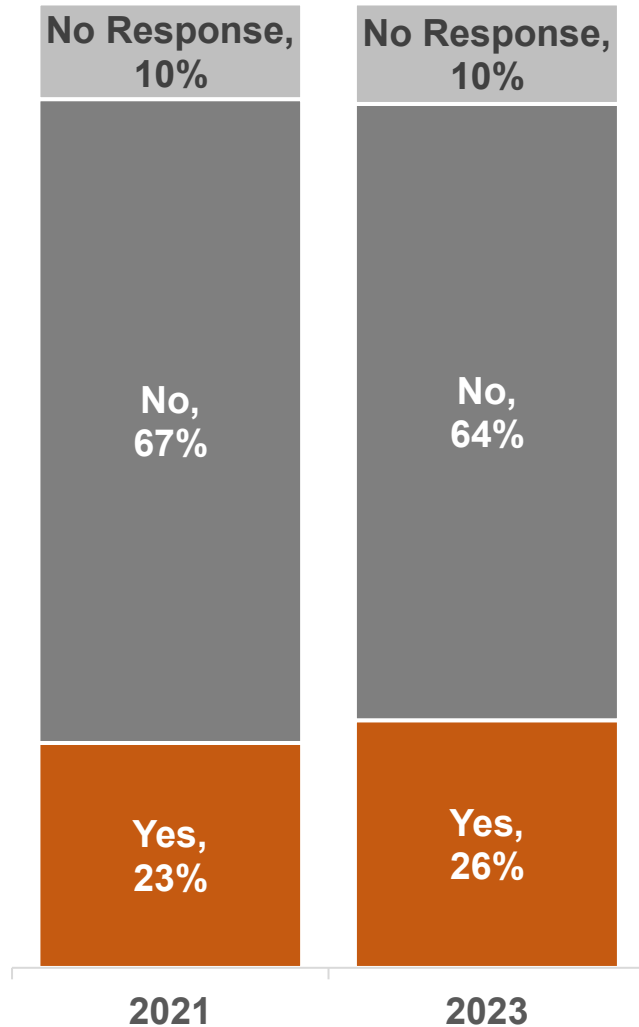
Source: U.S. Census Bureau, 2020 American Community Survey, S2101, <https://data.census.gov/cedsci>

Source: 2023 CWC Survey System Administration results as of 11/23/2023, limited to completed responses agreeing to participate.



# Disability Status

## System Administration Results





“Disability” includes reported mental and physical conditions:

- Learning disability or ADHD
- Mobility or sensory disability
- Chronic mental health condition
- Chronic medical condition
- Other disability or chronic condition

United States<sup>®</sup>  
**Census**  
Bureau

Adult Population  
18+

 **15.3%** Disability in U.S. Adult Population

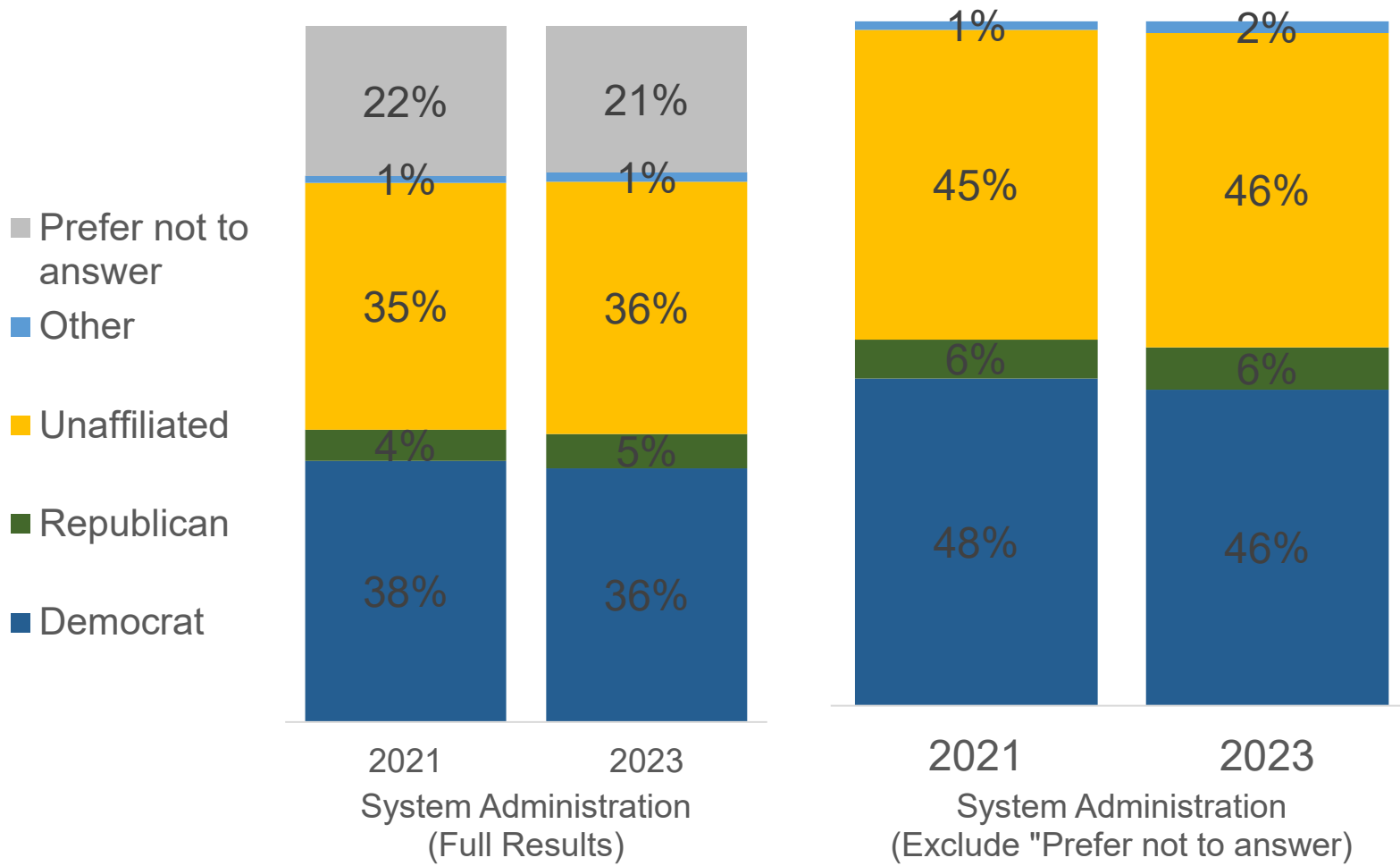
 **13.0%** Disability in CO Adult Population

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

Source: 2023 CWC Survey System Administration results as of 11/23/2023, limited to completed responses agreeing to participate.

# Political Party Affiliation

## System Administration Results



Unaffiliated includes survey responses for "Unaffiliated" and "Independent"

Source: 2023 CWC Survey System Administration results as of 11/23/2023, limited to completed responses agreeing to participate.



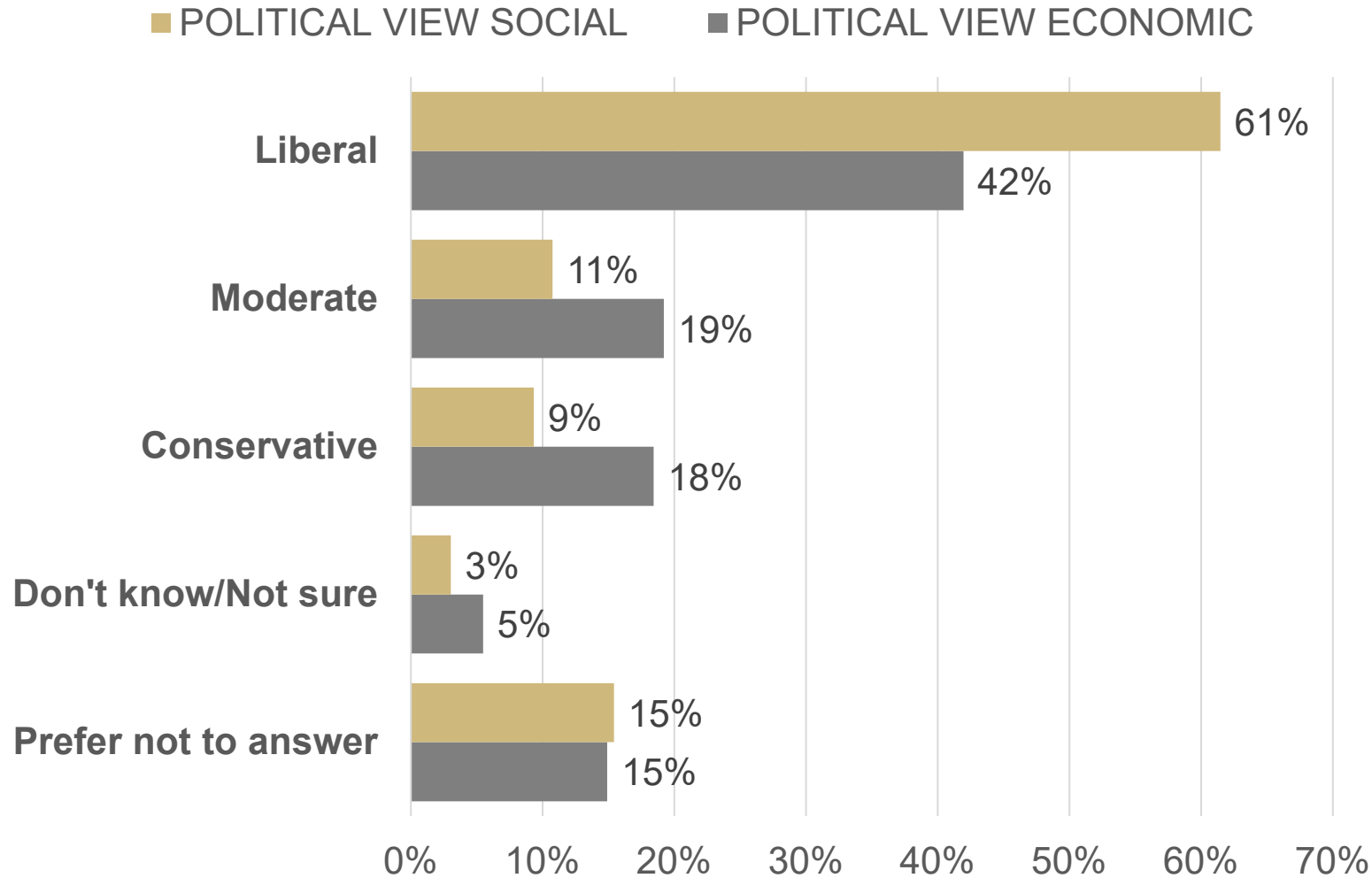
Colorado Secretary of State  
Active Voter Registrations

	Dec 2021	Dec 2023
<b>Democrat</b>	<b>29%</b>	<b>27%</b>
<b>Republican</b>	<b>26%</b>	<b>24%</b>
<b>Unaffiliated</b>	<b>43%</b>	<b>48%</b>
<b>Other</b>	<b>2%</b>	<b>2%</b>

Source: Colorado Secretary of State, Dec 2021 & 2023, <https://sos.state.co.us/pubs/elections/VoterRegNumbers/VoterRegNumbers.html>

# Political Views

## System Administration Results



Source: 2023 CWC Survey System Administration results as of 11/23/2023, limited to completed responses agreeing to participate.

GALLUP

*How would you describe your political views?*



<b>Liberal</b>	<b>25%</b>
<b>Moderate</b>	<b>37%</b>
<b>Conservative</b>	<b>36%</b>
<b>No Opinion</b>	<b>3%</b>

Source: Gallup, 2021,  
<https://news.gallup.com/poll/388988/political-ideology-steady-conservatives-moderates-tie.aspx>

# **System Administration Overall Results**

# Interpreting Survey Results

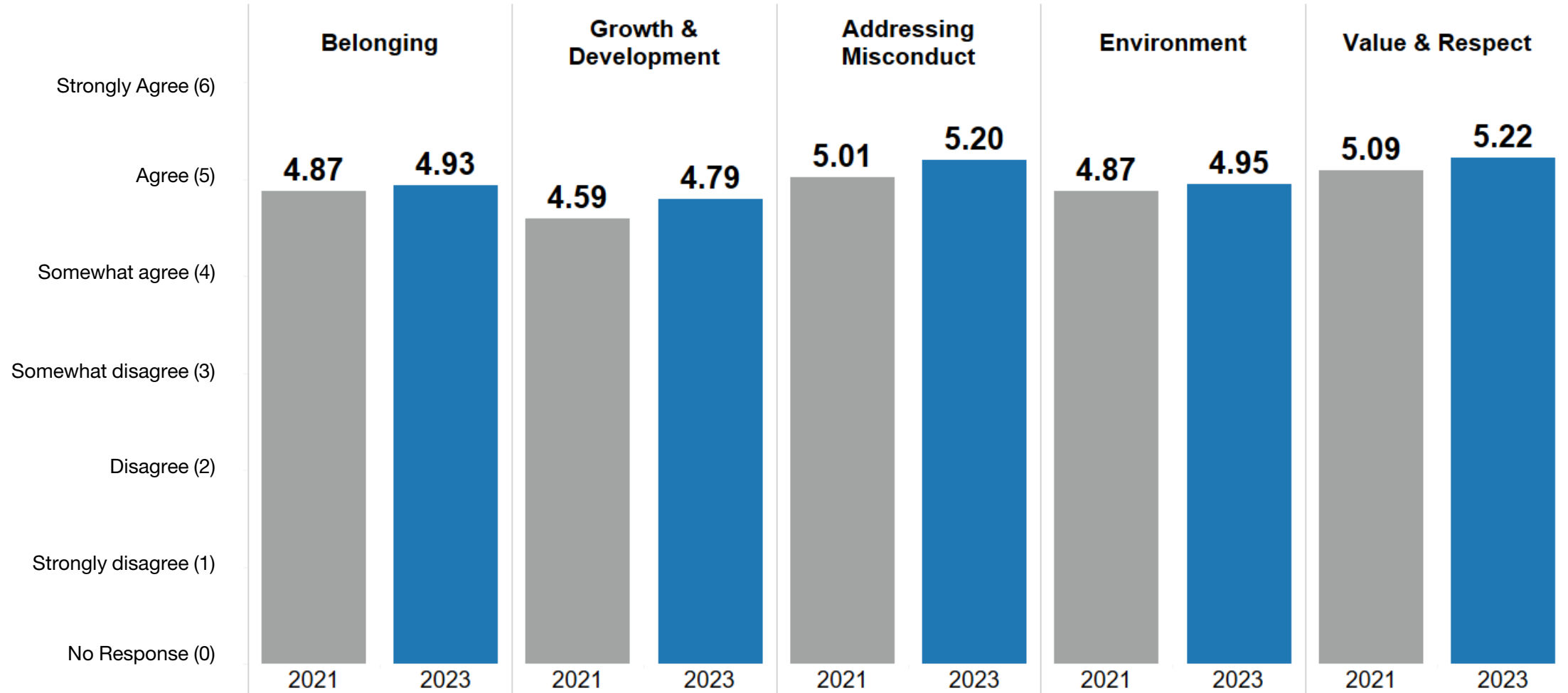
- **Average Score is calculated on a 1-6 agree/disagree scale**
  - No “Neutral” responses, either agreement or disagreement
  - “Not applicable/Don’t Know” are not included in Average Score
  - *For statements to which there is expected **disagreement**, scale is reversed*

<b>Strongly Disagree (Scale=1)</b>	<b>Disagree (2)</b>	<b>Somewhat Disagree (3)</b>	<b>Somewhat Agree (4)</b>	<b>Agree (5)</b>	<b>Strongly Agree (6)</b>
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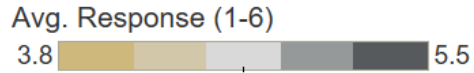
Note: 2021 and 2023 range of results are based on minimum and maximum average response from department groups and demographic categories.

# CWC Themes Summary (Average Response)



Average Score is calculated on a 1-6 agree/disagree scale

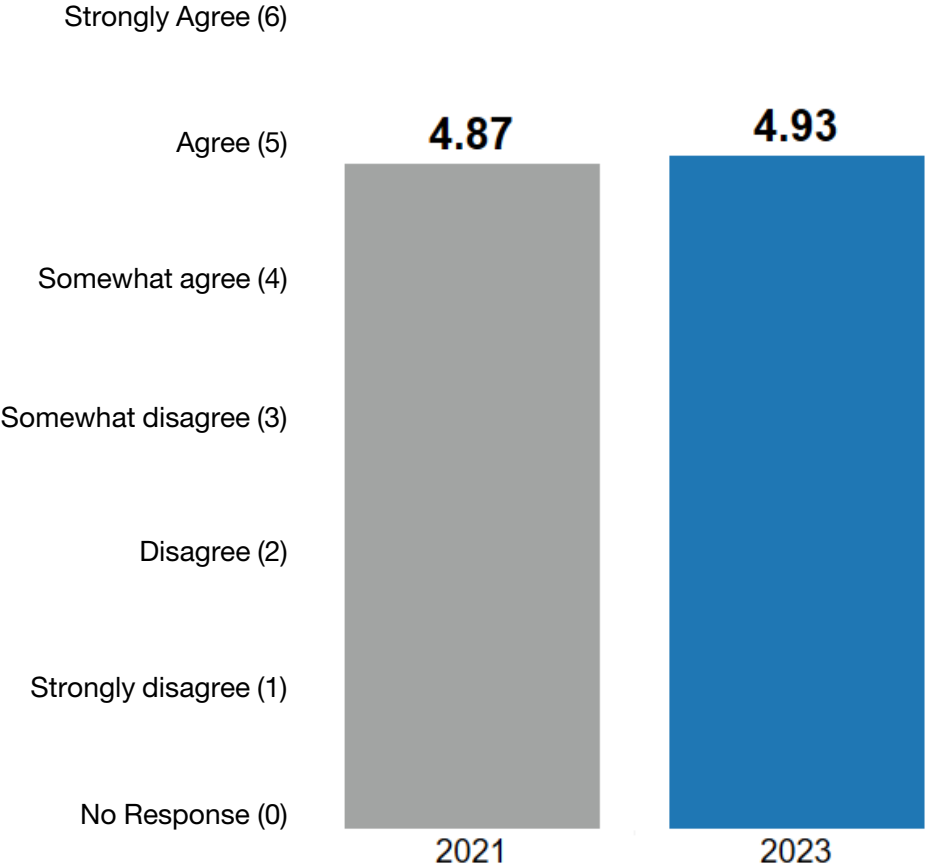
# CWC Themes Summary (Avg. Response by Dept.)



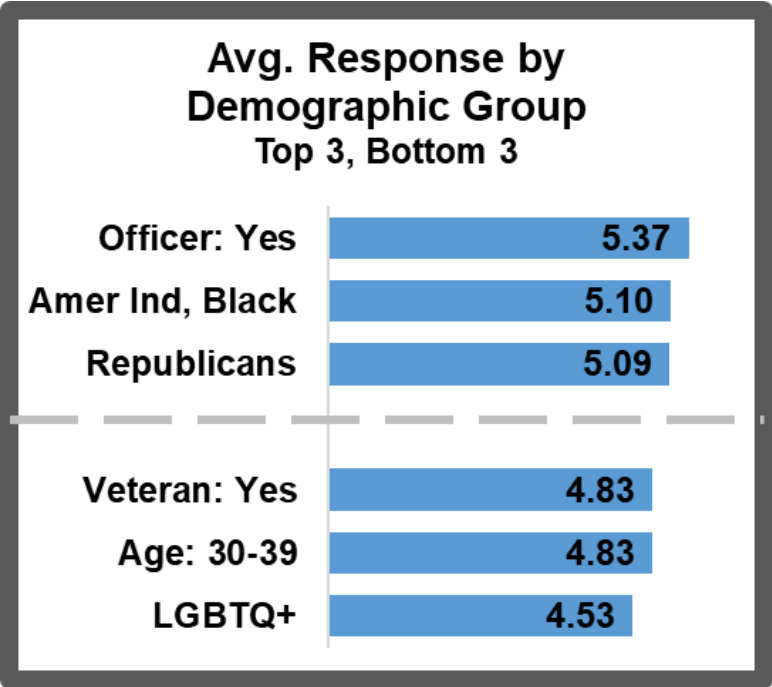
	Belonging		Growth & Development		Addressing Misconduct		Environment		Value & Respect	
	2021	2023	2021	2023	2021	2023	2021	2023	2021	2023
Department A	5.0	5.3	4.8	5.3	5.1	5.5	5.3	5.5	5.3	5.5
Department B	5.2	5.1	4.9	4.9	5.3	5.4	5.0	4.9	5.4	5.5
Department C	4.8	5.2	4.7	5.0	5.1	5.4	4.8	5.4	5.1	5.5
Department D	4.9	5.0	4.7	4.8	5.1	5.3	4.8	4.9	5.1	5.3
Department E	5.0	4.9	4.7	4.8	5.2	5.2	4.9	5.0	5.2	5.2
Department F	4.9	4.9	4.5	4.7	5.4	5.2	4.9	4.9	5.1	5.1
Department G	4.8	5.3	4.1	4.8	4.9	5.4	4.6	5.1	5.0	5.5
Department H	4.7	4.8	4.7	4.9	5.0	5.1	4.7	5.0	5.1	5.3
Department I	4.9	4.7	4.4	4.6	5.2	5.3	4.8	4.6	5.0	5.1
Department J	4.4	4.8	4.0	4.6	4.7	5.1	4.1	4.7	4.7	4.9
Department K	3.8	4.7	3.8	4.6	4.1	4.4	4.0	4.8	3.8	4.7

Average Score is calculated on a 1-6 agree/disagree scale

# Belonging



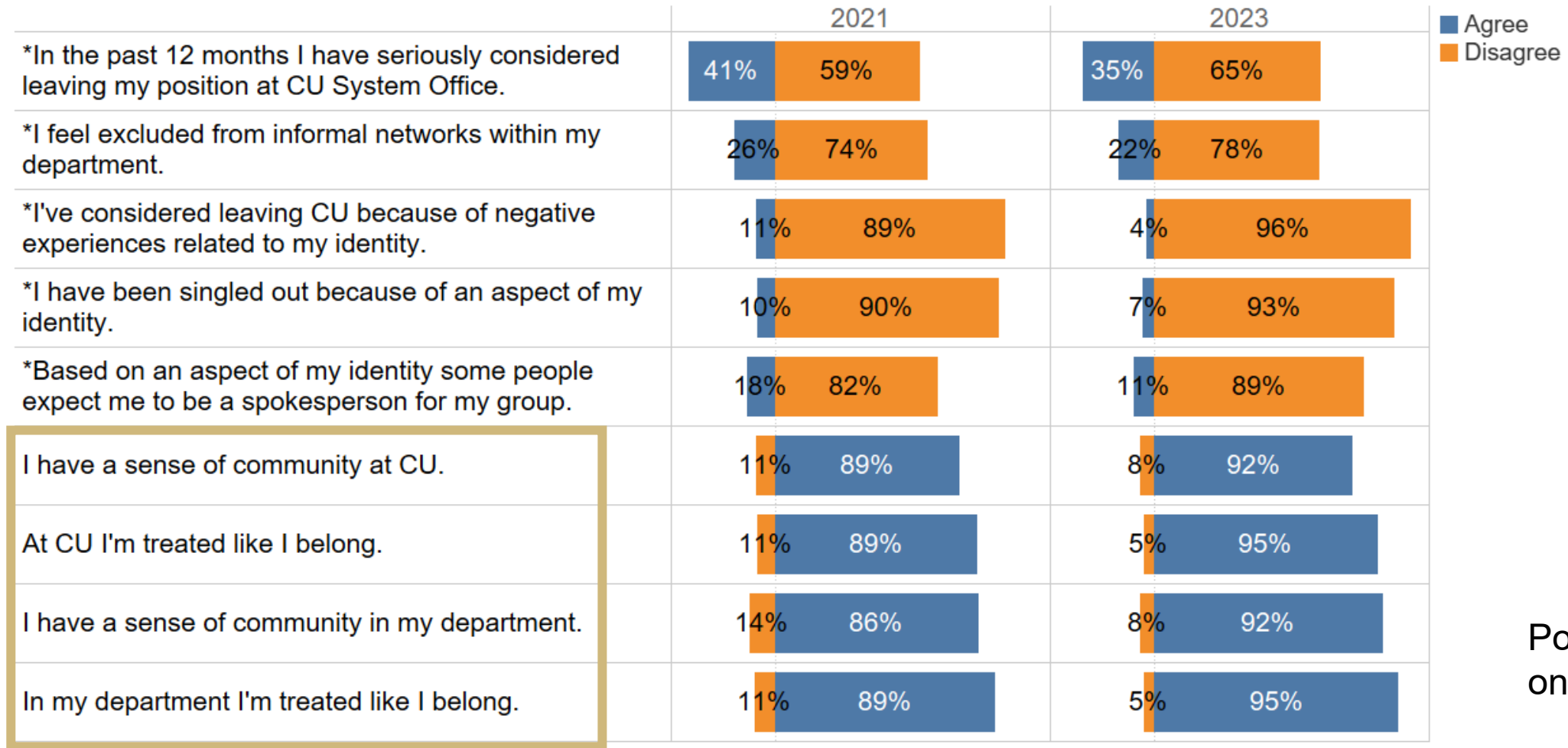
- Avg. Response: 4.9
- Department Range: 4.7 to 5.3
- Demographic Range: 4.5 to 5.4



Source: System Office CWC Survey administration of staff between Oct 23 and Nov 10, 2023. Results limited to completed surveys agreeing to participate.



# Theme: Belonging

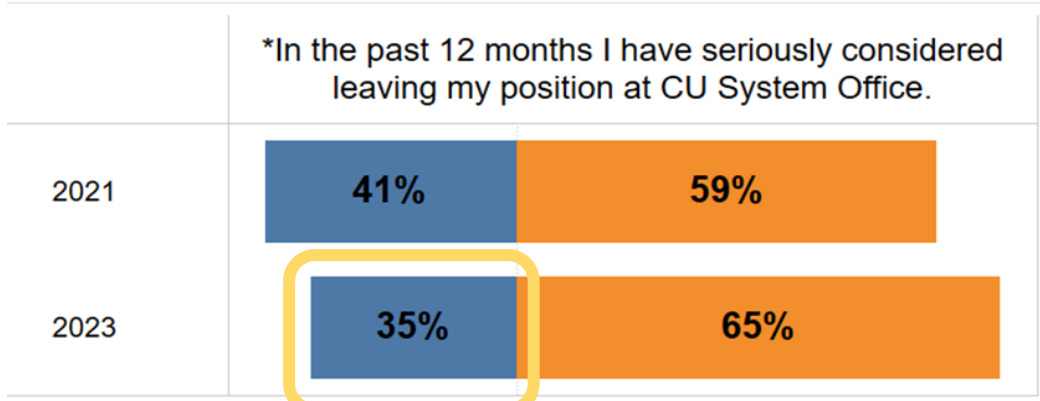


Positive results on the right.

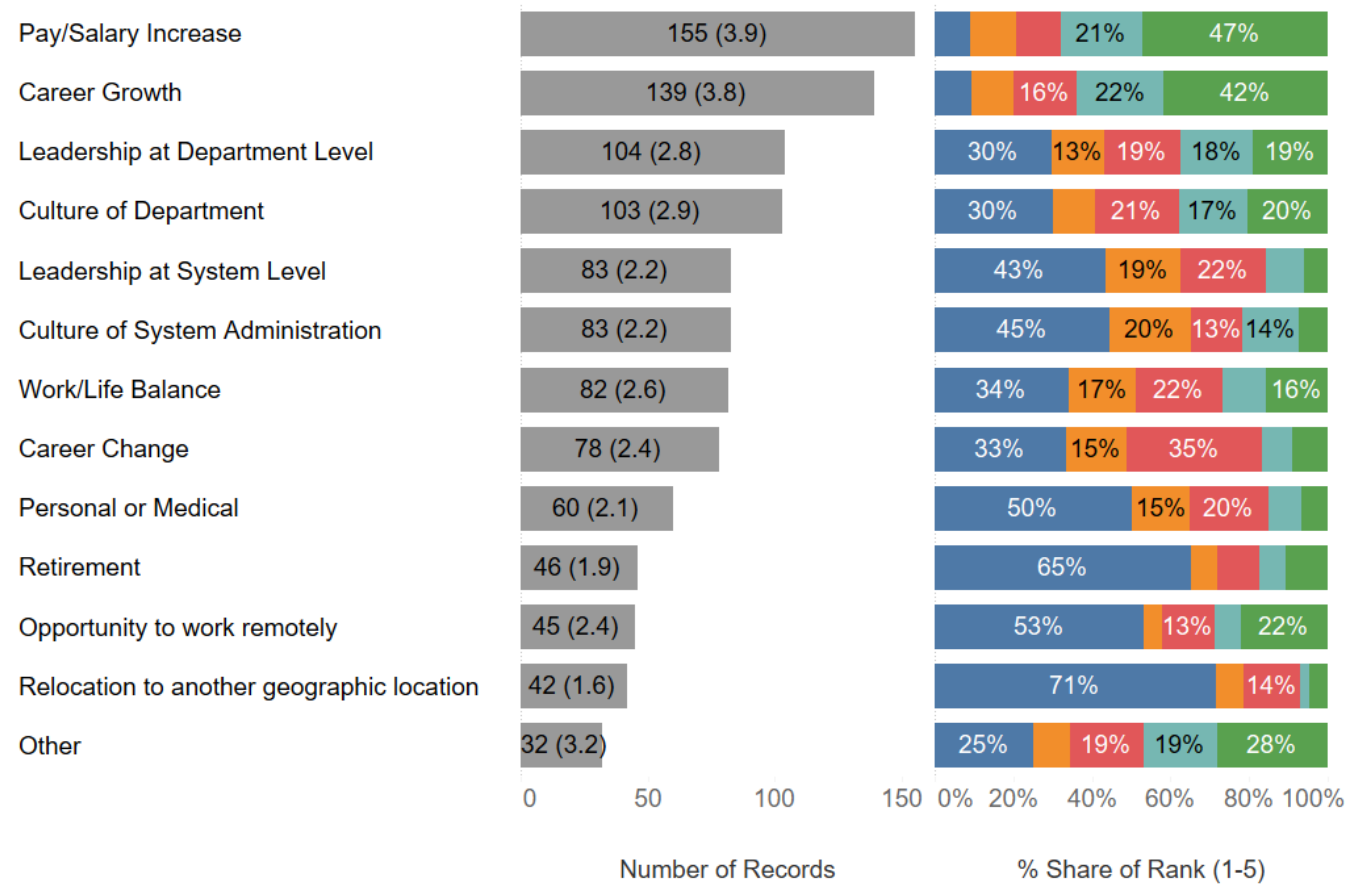
\* Indicates a state for which there is expected disagreement

# Theme: Belonging

If selecting "Agree", follow up questions ranking reasons for considering leaving CU:

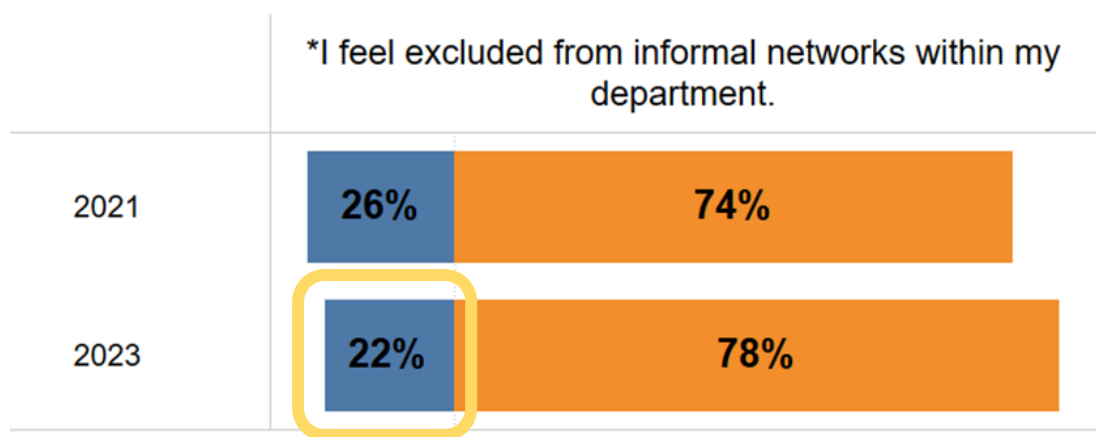


Note: Unadjusted Responses



\* Indicates a state for which there is expected disagreement

# Theme: Belonging



Note: Unadjusted Responses

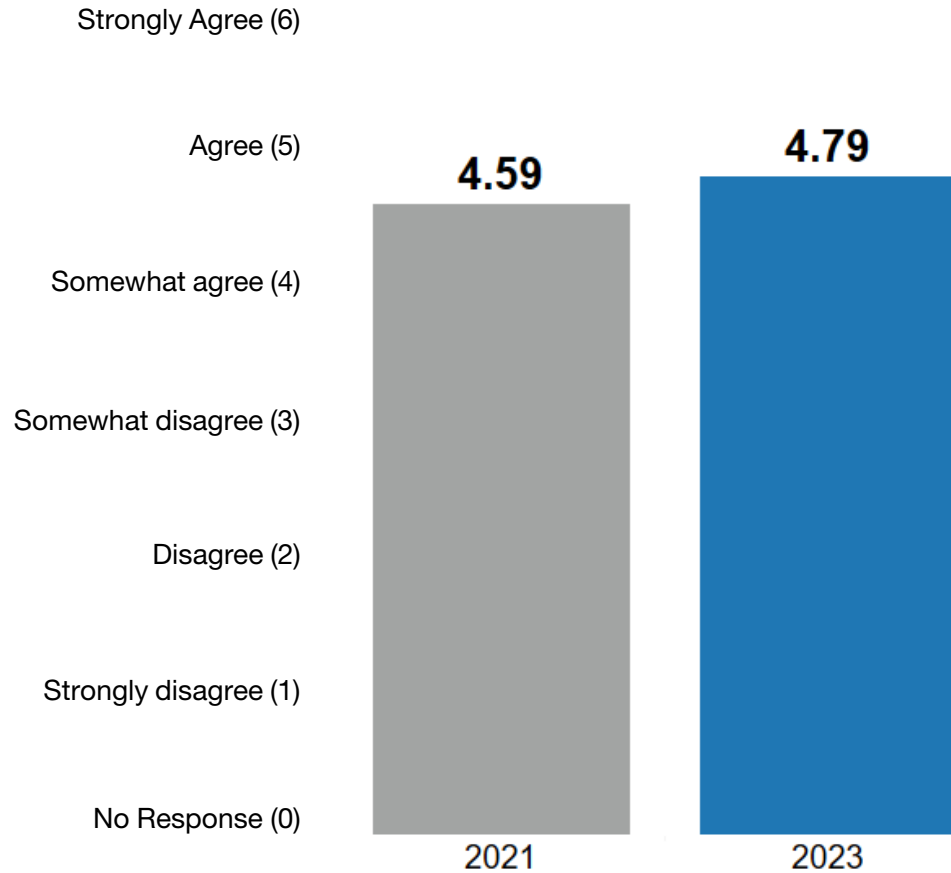


If selecting “Agree”, follow up questions on Informal Networks:

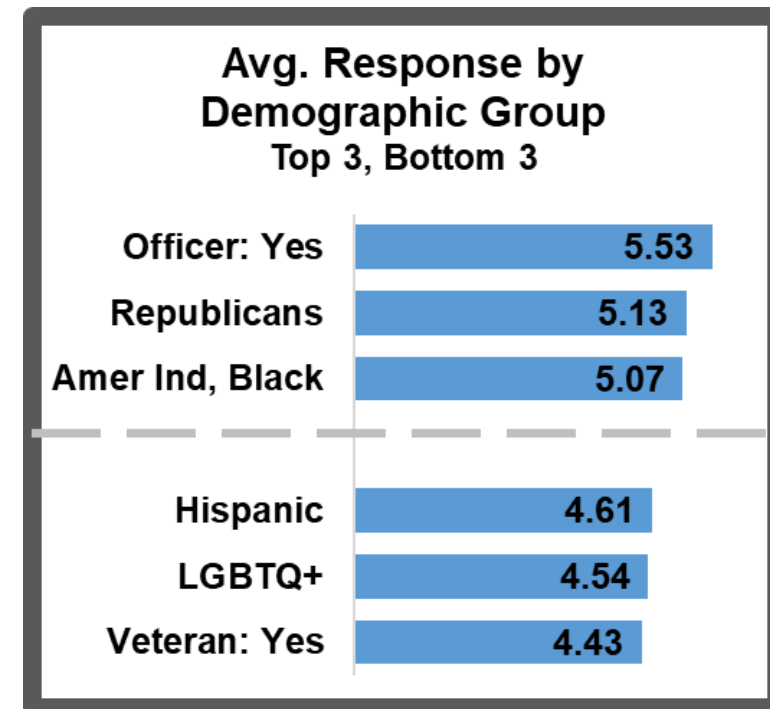
	2023		2023	
	Agree % of Total	Count (N)	Disagree % of Total	Count (N)
I WANT to be included in informal networks within my department.	94%	97	6%	6
I WANT to be included in informal networks within System Administration.	83%	85	17%	18
I DO NOT WANT to be part of informal networks.	10%	10	90%	89

\* Indicates a state for which there is expected disagreement

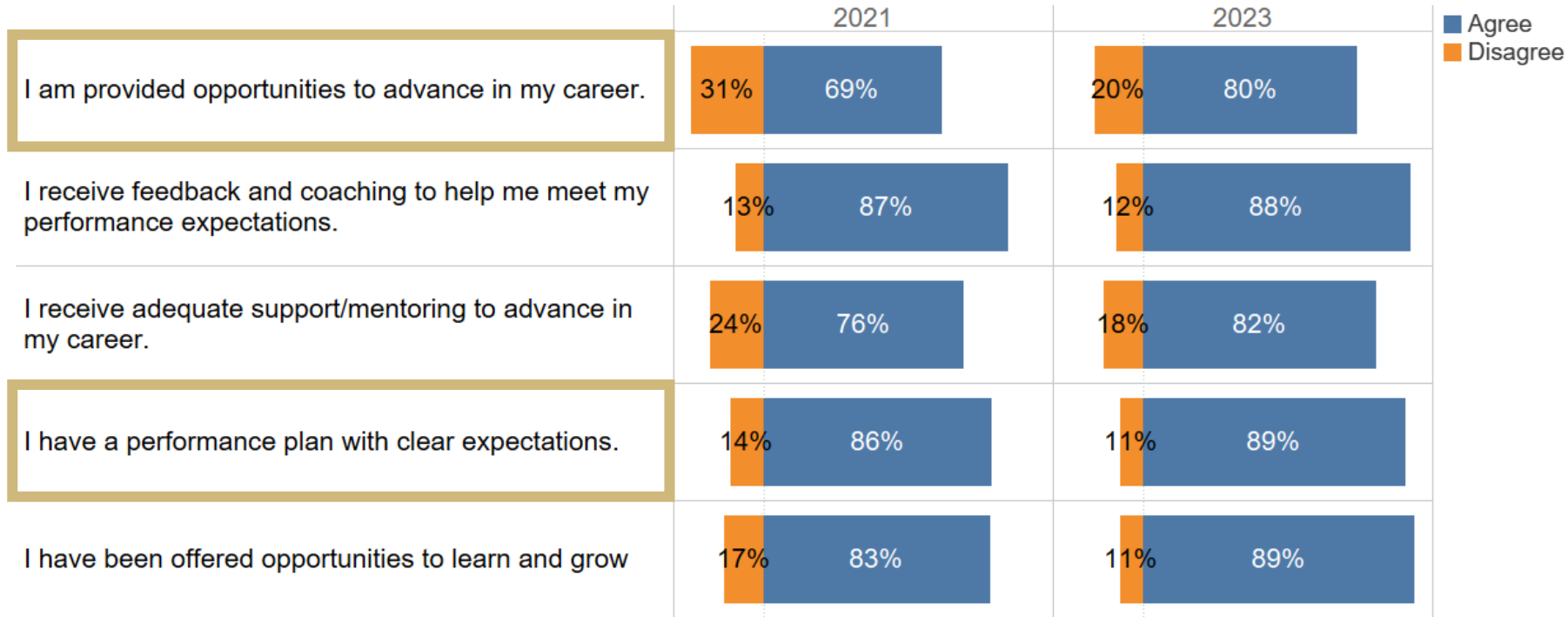
# Growth & Development



- **Avg. Response: 4.8**
- **Department Range: 4.6 to 5.3**
- **Demographic Range: 4.4 to 5.5**

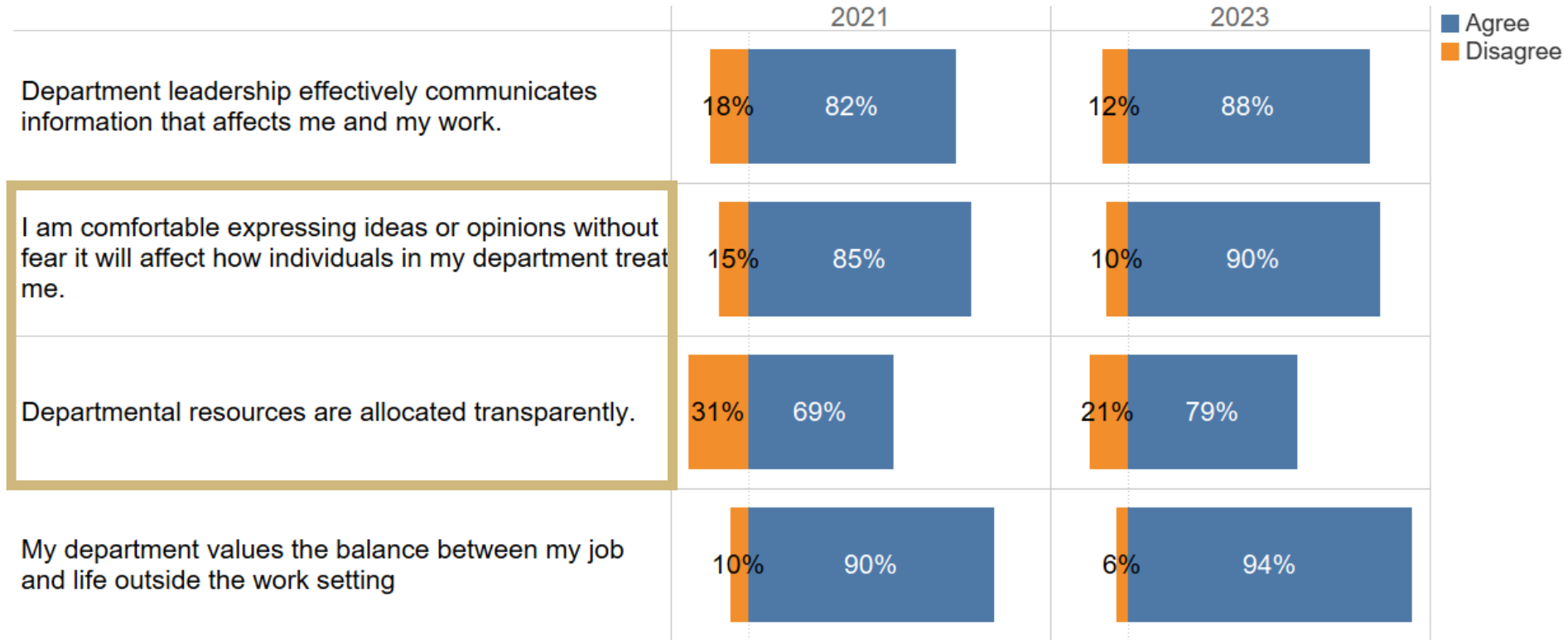


# Theme: Growth & Development



Positive results on the right.

# Theme: Environment



Positive results on the right.

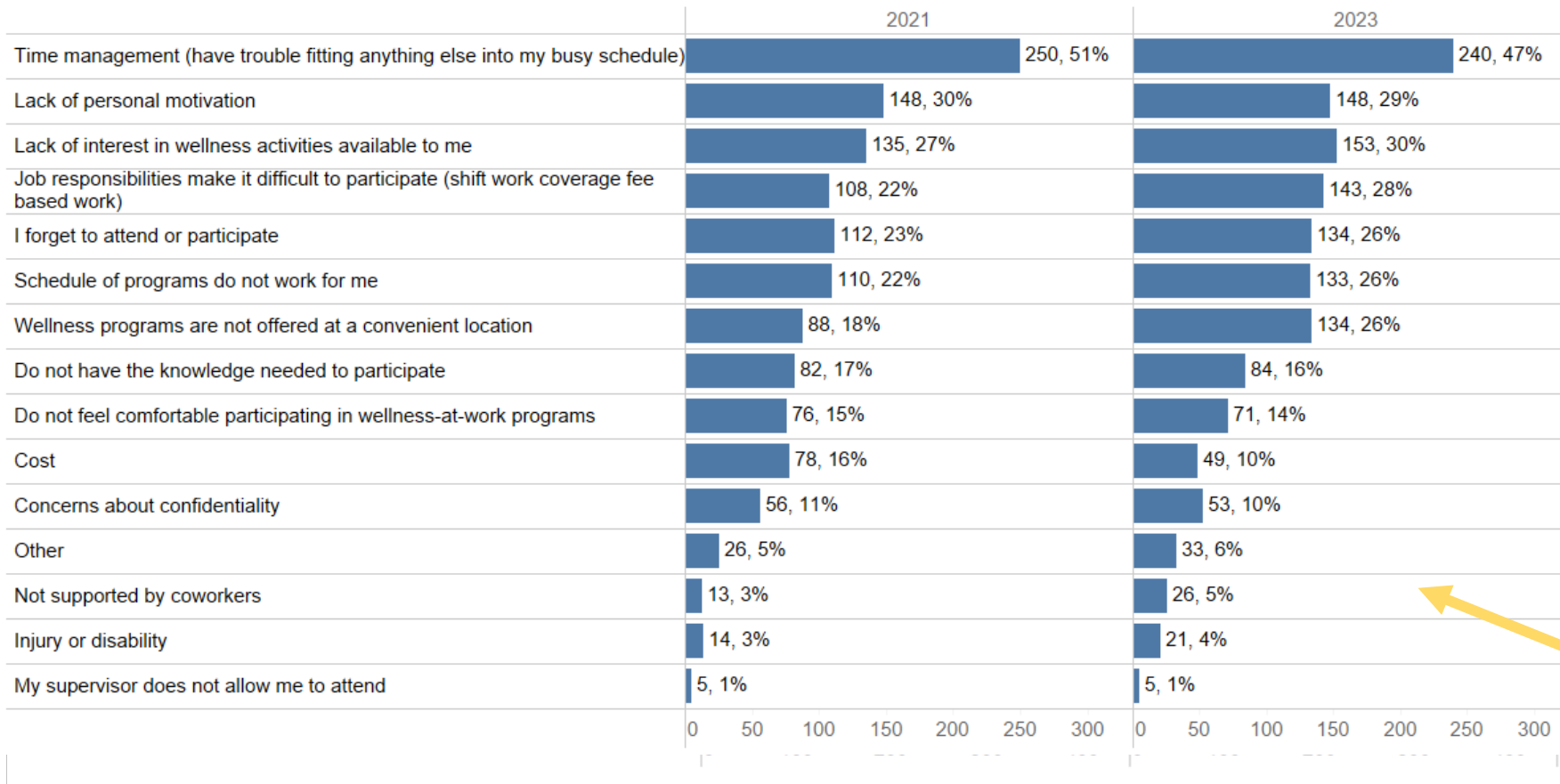
# Barriers to participation in wellness-at-work programs

## Work Culture

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

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

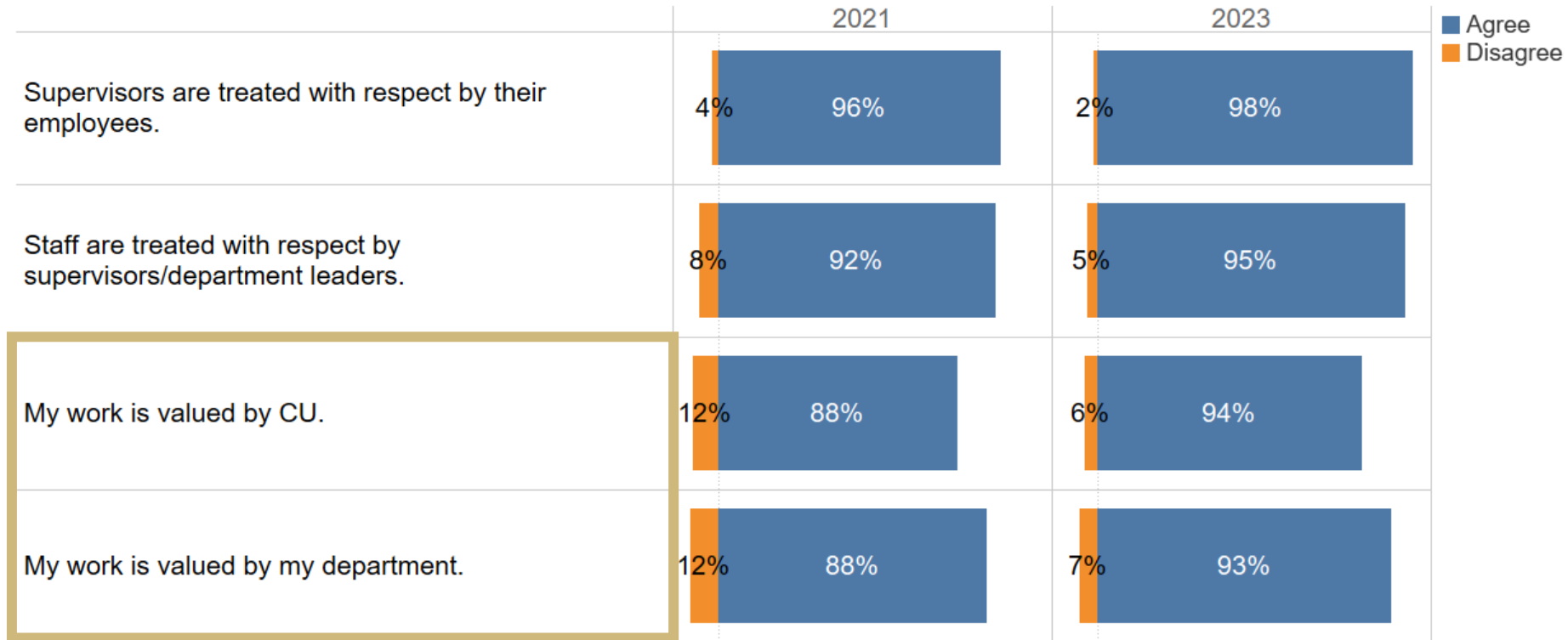
Yes or No:



Note: in 2023, the list of barriers was modified from “Yes/No” to Ranking 1-5. This led to more individuals ranking every selection. Therefore, results only show 2-5.

**2023: Reflects Ranks 2-5**

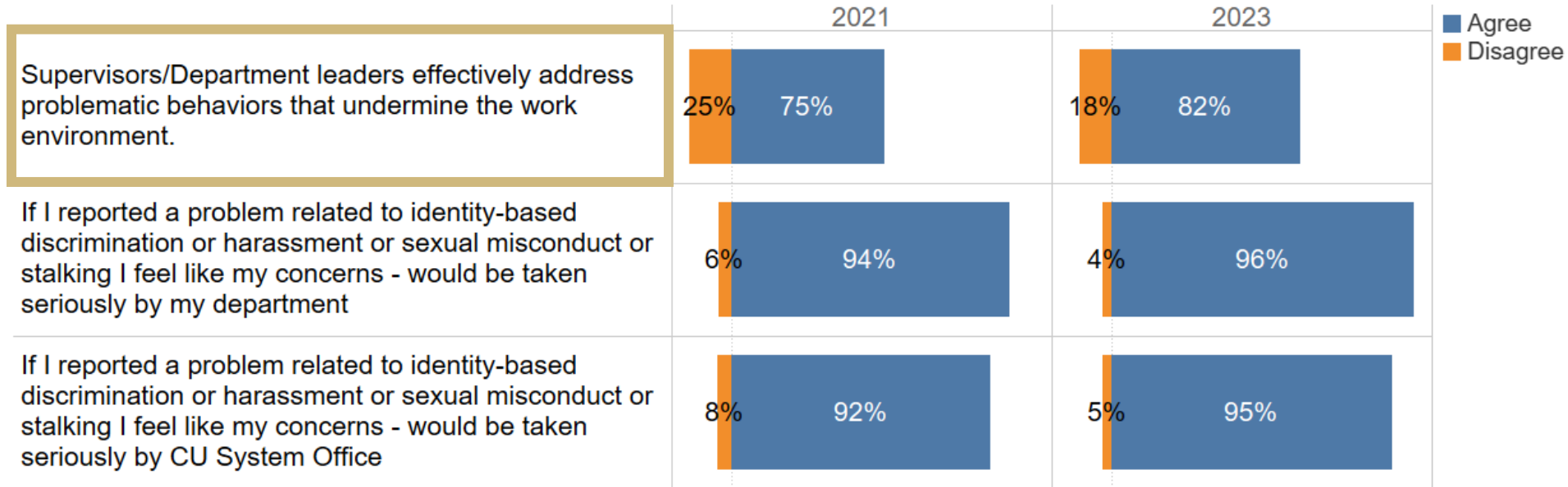
# Theme: Value & Respect



Positive results on the right.



# Theme: Addressing Misconduct

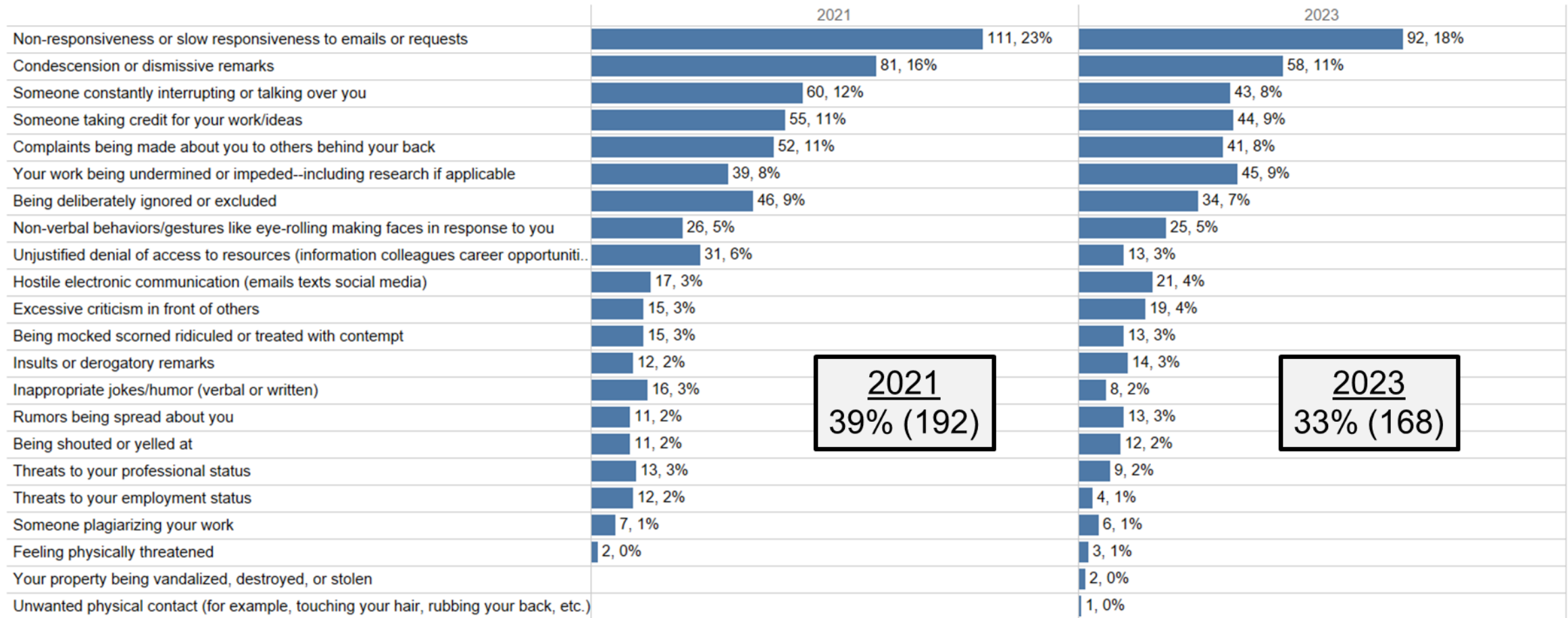


Positive results on the right.

# Theme: Addressing Misconduct Incivility

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

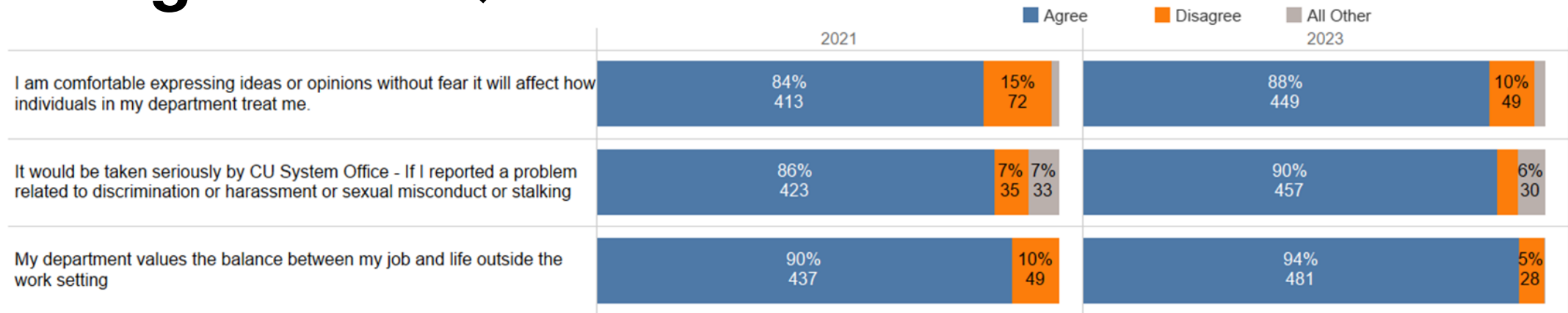
If you have not experienced any of these behaviors, please select the last box: "I have not experienced any of these behaviors in the past 12 months."



Slide updated 1/29/2024

Source: System Office CWC Survey administration of staff between Oct 23 and Nov 10, 2023. Results limited to completed surveys agreeing to participate.

# Strategic Plan Questions

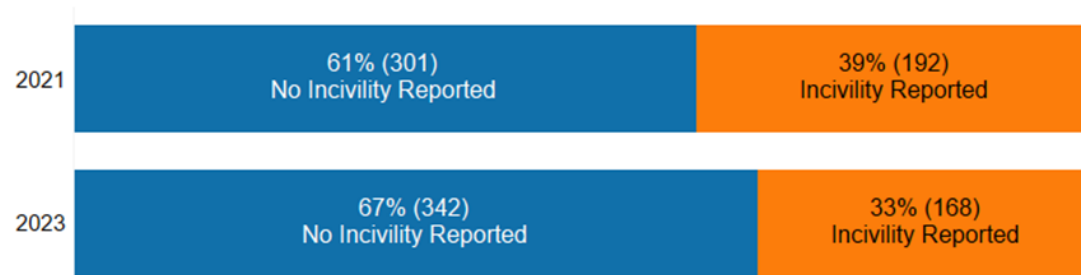


## Reported Behaviors (Incivility)

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

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

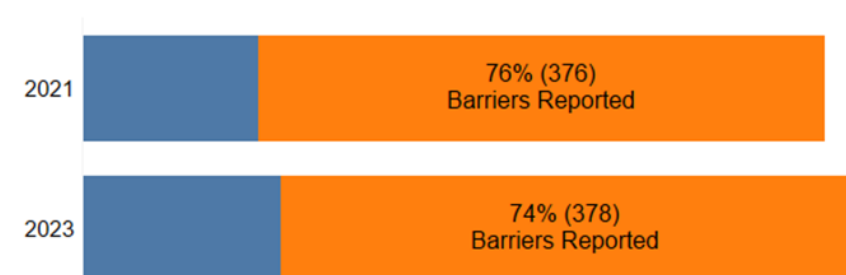
*If you have not experienced any of these behaviors, please select the last box: "I have not experienced any of these behaviors in the past 12 months."*



## Reported Barriers to Participating in Wellness-at-Work Programs

A culture of wellness refers to norms, standards, and structures that are helpful for individuals' wellness to include: Supportive leadership and colleagues, environmental cues and resources that support healthy living. Please indicate whether each of the following are a barrier that prevents you from participating in wellness-at-work programs.

2023 Note: Format of this question changed to include ranking barriers (scale 1-5). This resulted in more barriers being ranked.



# Next Steps

# Culture & Data Liaisons

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- Department leaders selected individuals within departments to serve as Culture & Data Liaisons (CDL).
- Culture & Data Liaisons will:
  - Be trained on how to review data.
  - Share departmental results with their respective department.
  - Collect qualitative data and feedback.
  - Report back to survey team and plan for next steps.
  - Opportunity to engage in professional development.



# Survey Timeline

**December 2023:**  
Shared System Results with Executive Team and Department Leaders.

**January 2024:**  
Met with Department Culture & Data Liaisons to Train on Reviewing Results.

**February 14, 2024:**  
CWC Pulse Survey Overall System Results Webinar to All System Employees.

**Mid-February 2024:**  
Departmental Results Shared with Departments.

**March – April 2024:**  
Culture & Data Liaisons Meet with Departments to Collect Qualitative Feedback.



# Survey Timeline Cont.



**May 2024:**  
Culture &  
Data Liaisons Meet  
with CWC Planning  
Team to Share  
Qualitative  
Feedback.

Use Feedback to  
Make Suggestions  
for Action Plan  
Revisions.

**June 2024:**  
Present  
Suggestions on  
Action Plan  
Updates  
to Leadership.

Once Approved,  
Share in  
Townhall.

# Explore the Results

1a. Via the direct URL link

Go to [viz.cu.edu](https://viz.cu.edu)

Enter and Submit your Single Sign-on (SSO) username and password.

1b. Via the CU Employee Portal

Go to [my.cu.edu](https://my.cu.edu)

Enter and Submit your Single Sign-on (SSO) username and password.

Select Reporting and Compliance from the top left dropdown menu.

Click on the CU Visualization tile.

2. Select **System IR** from the Tableau site list.

3. Select **Explore** from the left navigation menu to begin exploring the site visualizations!





# Questions?