

Research in BRIEF

A Newsletter of the Institutional Research Office



CHAPMAN UNIVERSITY

October 2013
Vol. 11, No. 30

2013 CAMPUS CLIMATE & WORK ENVIRONMENT SURVEY

(Administered Spring 2013)

Chapman University's Campus Climate & Work Environment Survey, a "home-grown" on-line survey, was developed in 2007 to assess employees' satisfaction with the university and to gather information about their impressions of their work environment and the campus climate. The survey was administered for the fourth time in Spring 2013 to all full-time Chapman University employees. On April 16, 2013, 658 staff and administrators received an email invitation from the Chancellor containing the link to the survey and a unique password. Follow-up reminders were also sent by the Vice President of Human Resources. The survey was open for one week. Exactly 359 surveys were completed on-line, resulting in a 54.6% response rate.¹

Sample Representation and Demographics

Since all 658 full-time Chapman employees were invited to participate in the survey, the Spring 2013 survey sample accounts for 55% of Chapman University's full-time employee population.

Data show that 67% of the respondents self-identified as staff and 33% reported being administrators. Findings show that the characteristics of the survey respondents do *not* match those of the employee population of Chapman University in every instance. As would be expected given the demographics at Chapman University, the survey sample is composed mostly of female, White employees. Close to 5% of the sample reported that they considered themselves "to be a person with a disability." The type of disability was not specified in the survey.

Chapman employees were asked to specify how many years they worked at Chapman University and to indicate if most of their time was spent serving or supporting Chapman University (CU), Brandman University (BU), or both CU and BU equally. Findings show that 44.5% of the respondents reported having worked at Chapman for 4 years or less. Since the survey was only administered to employees located at Chapman University, it is not surprising to find that over 97.5% of the respondents reported that most of their time was spent serving/supporting CU.

2013 Full-time Staff and Administrators

	Employee Population	Survey Sample
GENDER		
Male	42.2%	37.1%
Female	57.8%	62.9%
HISPANIC/LATINO		
Yes	15.7%	15.2%
No	84.3%	84.8%
RACE/ETHNICITY~		
American Indian or Alaska Native	0.9%	2.0%
Asian	11.2%	9.8%
Black or African-American	3.6%	4.1%
Native Hawaiian or Other Pacific Islander	2.0%	2.4%
White	72.1%	78.3%
Two or More Races	3.6%	3.1%
Race/Ethnicity Unknown	6.7%	0.0%
DISABILITY		
Yes	n/a	4.7%
No	n/a	95.3%
YEARS OF SERVICE		
Less than 1 year	10.0%	7.3%
1 to 4 years	26.1%	37.2%
5 to 10 years	38.3%	34.1%
11 to 15 years	12.2%	10.6%
16 to 20 years	4.7%	5.3%
21 to 25 years	3.3%	2.8%
Over 25 years	5.5%	2.8%
PRIMARY SUPPORT TO		
Chapman University (CU)	n/a	97.5%
Brandman University (BU)	n/a	0.0%
CU and BU Equally	n/a	2.5%

~Respondents allowed to select more than one category

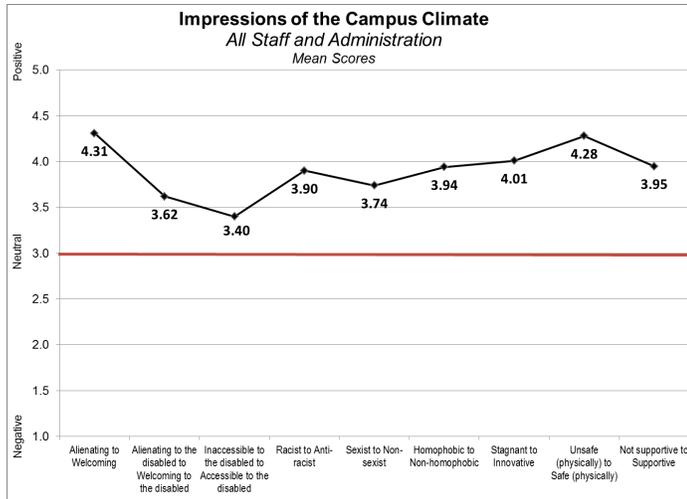
FINDINGS

The Campus Climate & Work Environment Survey questions were separated into three sections: Impressions of the Campus Climate, Impressions of Your Work Life/Environment, and Impressions of the Institutional Leadership and University. Discussed in this report are some of the most salient findings from the survey organized by section. All analyses were conducted by Chapman's Institutional Research Office (CIRO). Frequency distributions and average mean scores were calculated for all questions. In addition, average mean scores were calculated for sub-groups within the employee population. Qualitative data collected from the open-ended questions are also

summarized in this report. Interesting two-year changes are also discussed.

Impressions of the Campus Climate

Staff and administrators were asked to describe the general climate at Chapman University using a series of bipolar, descriptive adjectives on a five-point scale (1-Corresponding to a negative description, 3-A neutral description, and 5-Corresponding to a positive description). Specifically, respondents were asked: Based on your experience, how would you describe the general climate of Chapman University?



Findings show that mean scores were all above 3 (i.e., Neutral), revealing that most staff and administrators have somewhat favorable perceptions of the general campus climate at Chapman University. While still above the neutral point, the mean scores for the questions focused on the disabled were the lowest. Findings show that the mean score for “Accessible to Inaccessible to the Disabled” was the lowest among all the descriptors (3.40), followed by “Welcoming to Alienating to the Disabled” (3.62).

Additional analyses reveal significant differences between other groups of employees. Data show that when compared to men, women are more likely to perceive the campus as “Alienating” in general, “Alienating to the Disabled,” “Inaccessible to the Disabled” and “Sexist.” When compared to White employees, Non-White employees are more likely to perceive the campus as “Racist.” Also, findings show that staff and administrators who reported working at Chapman 5 or more years were significantly more likely to perceive the campus as “Unsafe (physically)”

Impression of Your Work Life/Environment

In this section, staff and administrators were asked to agree or disagree to various statements related to their work life and environment using a five-point scale from 1-Disagree Strongly to 5-Agree Strongly. For the

purposes of this report, questions in the “Impressions of Your Work Life/Environment” section were grouped by similar topical areas. Given the direction of the scale, higher mean scores translate into stronger agreement with the statement.

Impressions of Your Work Life/Environment	All (n=359)
CU Mission	
I am dedicated to supporting the mission of Chapman University.	4.54
I see my work as an integral part of the overall mission of educating students here at Chapman University.	4.19
CU As A Place To Work	
I am proud to work at Chapman University.	4.35
I would recommend Chapman University as a good place to work.	4.17
All things considered, I am satisfied with my employment at Chapman University.	4.08
My morale is good.	3.82
I would like to stay at Chapman University for the rest of my career.	3.68
My opinion/input is valued at Chapman University.	3.49
I have considered leaving Chapman University in the past year.	2.65
Supervisor/Department Head	
My supervisor treats me with respect.	4.31
My department head displays behaviors and attitudes that are consistent with the institution's stated core values.	4.07
I feel appreciated for the work I do by my immediate supervisor.	4.04
My department head does a good job of keeping me informed about issues and decisions affecting my job.	3.71
Climate for Diversity	
I know how to report officially any racist, sexist, or other offensive behaviors.	4.15
I frequently hear coworkers/other employees make inappropriate comments about people who are different from themselves.	1.83
Work Space/Work Environment	
My work environment is accessible.	4.03
My physical working space is comfortable.	3.91
My immediate working environment allows me to be creative and innovative.	3.70
Compensation and Benefits	
I am satisfied with the selection of benefits offered.	3.96
Based on my level of experience, I am fairly compensated.	3.04
Training and Professional Development	
I have been provided with the training necessary to do my job.	3.77
I have been enriched by attending a professional workshop or campus training activity.	3.53
In the past year, I have had opportunities to learn and grow professionally.	3.85

Five-point scale: 1-Disagree Strongly, 2-Disagree, 3-Neutral, 4-Agree, 5-Agree Strongly

CU Mission

The CU Mission statement that respondents were most likely to agree with was “I am dedicated to supporting the mission of Chapman University.” Also, very highly rated was the statement which asked if respondents saw their work as an integral part of the overall mission of educating students at CU. Findings show that the majority of Chapman employees are dedicated to the mission of educating students. In fact, 95% of all respondents “agreed” or “agreed strongly” with the statement asking if they were dedicated to supporting the mission of CU.

Additional analyses reveal that compared to staff, administrators were significantly more likely to see their work as an integral part of the overall mission of educating students at CU.

CU As a Place to Work

The high level of agreement with the following statements suggests that a large proportion of Chapman

University's staff and administrators are satisfied with their employment: "I am proud to work at Chapman University," "I would recommend Chapman University as a good place to work," and "All things considered, I am satisfied with my employment at Chapman University." In addition, respondents also tended to disagree with the following statement: "I have considered leaving Chapman University in the past year." While still above the neutral rating, the following statements tended to garner less agreement with respondents: "My morale is good," "I would like to stay at Chapman University for the rest of my career," and "My opinion/input is valued at Chapman University."

A significant difference was found between men and women for the following question: "I would like to stay at Chapman University for the rest of my career." Data show that men were significantly more likely to indicate that they would like to stay at Chapman University for the rest of their career.

When data are disaggregated by years of service, data show that respondents who reported having worked at Chapman less than five years were significantly more likely to agree with the statement about being satisfied with their employment at CU and less likely to have contemplated leaving CU in the past year.

Supervisor/Department Head

Overall findings suggest that Chapman employees are satisfied with their relationship with their supervisor. For example, most staff and administrators tended to agree that their supervisor treated them with respect and felt appreciated by their supervisor for the work they do. Data also revealed that while employees felt that their department head displayed behaviors and attitudes that were consistent with the institution's stated core values, department heads were not as good in keeping them informed about issues and decisions affecting their job.

Climate for Diversity

Findings reveal that inappropriate comments about people who are different are not frequently heard on campus; and that most employees know how to officially report racist, sexist, or other offensive behaviors. For example, Chapman employees tended to disagree (1.83) with the statement, "I frequently hear coworkers/other employees make inappropriate comments about people who are different from themselves." A frequency distribution reveals that 84% of Chapman employees "agreed" or "agreed strongly" with the following statement: "I know how to report officially any racist, sexist, or other offensive behaviors."

Work Space/Work Environment

Findings show that employees tended to agree with the following statements related to workspace/work

environment: "My work environment is accessible" and "My physical working space is comfortable." While still above the neutral rating, the following work environment statement tended to produce less agreement with respondents: "My immediate working environment allows me to be creative and innovative." When data were disaggregated by disability status, findings show that employees who identified as disabled were significantly less likely to agree with the question which asked if their environment was accessible. Significant differences were also found between staff and administrators. Data show that administrators were more likely to agree that their physical working space was comfortable and their working environment allowed them to be creative and innovative.

Compensations and Benefits

While data suggests that most employees appear to be satisfied with the selection of benefits offered to them (3.96), findings suggest that Chapman University employees as a group are not as satisfied with their compensation. Data revealed that only 40% of respondents "agreed" or "agreed strongly" with the following statement: "Based on my level of experience, I am fairly compensated." In addition, data show that staff and administrators' attitudes toward fair compensation did differ significantly. Findings show that administrators (3.30) were more likely to agree with the statement about being fairly compensated when compared to staff (2.91). There were no significant differences between these two groups with regard to perceptions about benefits.

Training and Professional Development

The survey contained three questions related to training and development. About 70% of all respondents reported ("agreed" or "agreed strongly") that in the past year they have had the opportunity to learn and grow professionally. However, only 66% reported that they had been provided the training necessary to do their job and 58% reported that they had been enriched by attending a professional development workshop. When data are disaggregated for staff and administrators, findings show that administrators were significantly more likely to indicate that they had been enriched by attending a professional workshop.

Impressions of the Institutional Leadership and University

In this section, staff and administrators were asked to agree or disagree with various statements related to the university and institutional leadership using a five-point scale from 1-Disagree Strongly to 5-Agree Strongly. Given the direction of the scale, higher mean scores translate into stronger agreement with the statement. For the purposes of this report, questions were grouped by similar topical areas.

Impressions of the Institutional Leadership & University		All (n=359)
Institutional Leadership & Management		
Senior Staff (president, chancellor, and vice presidents/chancellors) display behaviors and attitudes that are consistent with the institution's stated core values.		4.16
In my opinion, Chapman University is a well-managed university.		3.96
Chapman University does a good job of informing me about university news and events.		4.21
Civility and Diversity		
Chapman University is an institution that values treating everyone with civility and respect.		4.12
Chapman University is an institution that values diversity.		3.78
I am familiar with Chapman University's Statement on Diversity.		3.79
Persons with Disabilities		
Chapman University provides adequate accommodations to people with physical disabilities.		3.53
In my opinion, Chapman University has taken adequate measures to meet the needs of persons with disabilities.		3.49
I have been harassed or discriminated against on campus because of my disability.		1.43
Harassment or Discrimination		
Sexual harassment is taken seriously at Chapman University.		4.28
I have been harassed or discriminated against on campus because of my gender.		1.57
I have been harassed or discriminated against on campus because of my sexual orientation.		1.38
I have felt discriminated against at this institution because of my race/ethnicity, gender, sexual orientation, or religious affiliation.		1.80
I have felt unwelcomed at this institution because of my race/ethnicity, gender, sexual orientation, or religious affiliation.		1.67

Five-point scale: 1-Disagree Strongly, 2-Disagree, 3-Neutral, 4-Agree, 5-Agree Strongly

Institutional Leadership & Management

Data show that respondents tended to “agree” with the statements related to institutional leadership and management of the university: “Senior Staff display behaviors and attitudes that are consistent with the institution’s stated core values,” “In my opinion, Chapman University is a well-managed university,” and “Chapman does a good job of informing me about university news and events.” When data are disaggregated, significant differences were found among sub-groups for “Chapman does a good job of informing me about university news and events.” Findings show that men (compared to women) and employees who had worked at CU for 4 years or less were more likely to agree with the statement on being informed about university news and events.

Civility and Diversity

Findings show that the majority of respondents tend to agree that “Chapman University is an institution that values treating everyone with civility and respect.” However, agreement was not as high for the following diversity statement: “Chapman University is an institution that values diversity” and “I am familiar with Chapman’s Statement on Diversity.” Findings reveal that only 67% of the respondents would describe CU is an institution that values diversity and 68% reported that they are familiar with Chapman University’s Statement on Diversity. Data show that employees who have worked at Chapman University for 5 or more years are less likely to agree that CU is an institution that values treating everyone with respect. In addition, women (when compared to men) were also less likely to describe CU as a place that values treating everyone with civility and respect.

Persons with Disability

Mean scores for the agreement questions related to persons with disability appear to be consistent with earlier results which reveal that some employees do not perceive Chapman University as hospitable for people with disabilities. Results show that between 15% - 18% of the respondents reported some level of disagreement (“disagree strongly” or “disagree”) with the following statements: “Chapman University provides adequate accommodations to people with physical disabilities” and “In my opinion, Chapman University has taken adequate measures to meet the needs of persons with disabilities.” Very few respondents reported that they had been harassed or discriminated against on campus because of their disability. However, about 51% of the survey respondents did not feel that this question applied to them and marked “Not Applicable.”

When data were disaggregated by disability status, no significant differences were found between those who identified themselves as a person with a disability and those that did not for any of the questions related to disability. However, significant gender and racial/ethnic differences were found for two questions. Data show that men and Non-White respondents were more likely to agree with the following statements: “Chapman University provides adequate accommodations to people with physical disabilities,” and “In my opinion, Chapman University has taken adequate measures to meet the needs of persons with disabilities.”

Harassment or Discrimination

Data show that Chapman employees believe that sexual harassment is taken seriously at Chapman University. In fact, the sexual harassment statement was the question respondents were most likely to agree with in the “Institutional Leadership and University” section. While the survey items focused on harassment/discrimination had the lowest mean scores in this section, disagreement with these items suggest that few respondents experienced harassment or discrimination on campus based on their gender or sexual orientation. Two additional questions were added to the survey in 2013. These questions asked if employees had ever felt unwelcome or discriminated against because of their race/ethnicity, gender, sexual orientation, or religious affiliation. While few reported having experiencing either, feeling discriminated was more likely than feeling unwelcomed as a result of someone’s race/ethnicity, gender, sexual orientation, or religious affiliation. In addition, women (compared to men) were significantly more likely to report feeling discriminated and feeling unwelcomed. On the other hand, men were more likely to believe that sexual harassment is taken seriously at CU.

Open-Ended Results

After each section, respondents were provided with the opportunity to comment on a specific survey item. The very last question on the survey was also open-ended and respondents were asked: “Do you have any comments/suggestions about improving your working environment and/or Chapman University’s campus climate?” Forty-one percent of the survey respondents took advantage of the opportunity to comment in at least one of the four open-ended sections. Qualitative data from the four questions were examined together. After a thorough review of the qualitative data, comments were grouped into one of sixteen categories. The following areas received the most comments:

- Campus Climate for Diversity (53)
- Accessibility for the Disabled (40)
- CU Leadership and University Management (39)
- Compensation and Benefits (27)
- General Comment/Misc. (27)
- Physical Working Space/Environment (26)

Qualitative data supported and/or explained some of the quantitative findings in several areas. For example, there were 53 of comments related to Chapman University’s *Campus Climate for Diversity* which appeared to echo the quantitative findings related to diversity. Findings reveal that only 67% of respondents “agree” or “agree strongly” that CU values diversity. Comments such as the following suggest that staff and administrators believe there is room for improvement in this area: “Diversity training should be available to all staff and faculty,” “There is pervasive use of oppressive language surrounding sexual orientation, disability, gender and race. Staff needs to be better trained in better understanding privilege and oppression,” “Doesn’t seem to be a lot of support or resources for diversity,” and “I would like to see the university embrace and promote racial/ethnic diversity at all levels (admission, hiring, programming, and services/ facilities) more vigorously.”

Along the same lines, the open-ended comments also support the quantitative findings which indicate that employees believe more could be done to make the university more welcoming and accessible for people with disabilities. The *Accessibility for the Disabled* section contained 40 comments. Many of the comments focused on the older/historic buildings being inaccessible to the disabled. For example, “Chapman unique campus with so many older buildings poses some accessibility issues for those with disabilities,” “There are some buildings at Chapman that are not accessible to the physically challenged such as Smith Hall and Reeves. It would be nice if there was some kind of elevator at Smith so that the physically challenges can access that building,” and “The historical buildings need to be more accessible to persons with disabilities.”

Remarks grouped under *CU Leadership and University Management* focused on comments and concerns respondents made about the university leadership, as well as their direct supervisor, manager or department head. While some employees took this opportunity to express their discontent with their immediate supervisor noting issues related to sexism, favoritism and lack of respect and leadership, many others also expressed their contentment with their supervisor and the university senior leadership.

The *Compensation and Benefits* area contained 27 comments and many focused on compensation. Qualitative data supported the quantitative findings which revealed that many employees are not satisfied with their current pay. Only 40% of the respondents “agreed” or “agreed strongly” that they were fairly compensated based on their level of experience. With regards to benefits, the following suggestions were put forward by respondents: increase sick and vacation accrual, childcare, cross training, flex hour schedules, work from home options, additional maternity/paternity support, pet insurance, part-time medical benefits, and more covered dental visits.

A little over 13% of the respondents reported some level of disagreement (“disagree strongly” or “disagree”) with the following statement: “My physical working space is comfortable.” Comments in the *Physical Working Space/Environment* section provide some reasons why a number of employees feel their working space/environment is uncomfortable. Qualitative data revealed that temporarily displaced financial aid staff may have influenced the rating on this question. Staff working in Bhathal, in particular, also indicated that the building was an undesirable place to work.

Although employees were asked to comment on what could be improved at Chapman, many staff and administrators also took the opportunity to provide accolades and highlight what the university was doing right or what they liked about Chapman University. Comments were grouped in the *CU Pride and Praise* section. Qualitative and quantitative data clearly show that there are many satisfied employees who believe Chapman University is “a good place to work” and have found it to be “very welcoming and warm.” In fact, a frequency distribution revealed that about 81% of the respondents “agreed” or “agreed strongly” with the statement: “All things considered, I am satisfied with my employment at Chapman University.”

Two Year Changes: 2011 to 2013²

While two time points do not provide enough information to establish a stable trend, several noteworthy changes can be observed since the last time

the Campus Climate & Work Environment Survey was administered in 2011. While relatively small, the following are a few of the notable changes:

- The following survey item experienced the largest overall mean decrease (-0.15) between 2011 and 2013: “My immediate working environment allows me to be creative and innovative.”
- The overall mean score for the question “I have been enriched by attending a professional workshop or campus training activity,” also decreased (-0.14).
- While “I know how to report officially any racists, sexist, or other offensive behaviors” garnered strong agreement among respondents in 2011 and 2013, the overall mean score for this question declined (-0.10).
- Findings show that the overall mean score for the question “I have been provided with the training necessary to do my job,” increased 0.10 between 2011 and 2013.
- The overall mean score for “I would recommend Chapman University as a good place to work,” increased over the two year period 0.07.
- An overall mean score increase (+0.07) was also observed between 2011 and 2013 for the question: “Based on my level of experience, I am fairly compensated.”

SUMMARY AND DISCUSSION

When quantitative and qualitative data are taken together, findings from the 2013 Campus Climate & Work Environment Survey suggest that the areas that are in most need of attention according to Chapman employees are:

- the lack of diversity or value placed on diversity at the university;
- the accommodations or access provided to people with disabilities on campus; and
- fair compensation.

Overall employees believe that the climate of Chapman University is welcoming, safe and *not* a place where inappropriate comments about people who are different are frequently heard on campus. Further, findings show that there is strong agreement that Chapman University is a place that values treating everyone with civility and respect. However, quantitative and qualitative data also indicate that there are many employees who believe that Chapman University is not a place that values diversity. Many of the open ended comments brought attention to the lack of attention, support or resources devoted to diversity at Chapman.

Quantitative and qualitative data also suggest that many Chapman employees are concerned with the extent to which the university has been able to accommodate people with disabilities. Many comments point to the

older/historic buildings being inaccessible to the disabled and urge the university to do more to make the campus more welcoming and accessible for people with disabilities.

Despite the fact that there was an overall mean score increase in 2013 for the question, “Based on my level of experience, I am fairly compensated,” this question still had one of the lowest mean scores and qualitative data suggest that there is still room for improvement. In 2012, the university initiated the Staff Compensation Program to address issues related to competitive pay and appropriate salary alignment to scope of responsibilities and position titles. As HR continues to make progress on implementing the program, it is expected that employee perceptions will continue to slowly improve in this area.

While survey results bring to light some concerns that may warrant further attention, they also highlight various strengths. For example, a large proportion of Chapman University staff and administrators are satisfied with their employment, think it is good place to work and would recommend it to others and are proud to work at the university. In addition, few employees reported that they considered leaving CU in the past year. Also significant is that most employees are dedicating the mission of Chapman University and see their work as an integral part of the overall mission of educating students. Findings also suggest that employees tend to be satisfied with the senior leadership and overall management of the university. Taken together, qualitative and quantitative data show that most employees are proud to work at Chapman University and are dedicated to supporting its mission.

Even with high levels of satisfaction there is always room for improvement, especially at an institution such as Chapman which is continuously striving to be an institution of distinction. In addition to focusing on the three areas mentioned above, employee satisfaction, productivity, and retention may be improved by paying closer attention to areas which experienced substantial overall mean decreases and further exploring the significant differences in perceptions among sub-populations.

Notes:

- 1 While the high survey response rate provides a high level of confidence in the findings, generalization of the findings beyond the perceptions and attitudes of Chapman University full-time staff and administrators should be made with caution.
- 2 The Campus Climate & Work Environment Survey was changed in 2011. The response scales for all the “agree” to “disagree” questions were changed from a six-point scale to a five-point scale. However, the survey items in the “Impressions of the Campus Climate” section were not altered until 2013. Consequently, longitudinal comparisons for these items are not possible.