



## **From Excellence to Eminence: Highlight summary from the culture survey**

To move The Ohio State University from excellence to eminence and become an “employer of choice,” we must first understand where we are today. What is the baseline upon which we can make improvements together over time? The results from the faculty and staff culture surveys will better inform Ohio State’s strategic goals and academic priorities. The survey does not stand alone, but rather serves as information we can use to drive our culture shaping process, our talent strategy priorities and college strategic planning.

### **Survey Administration**

Faculty members participated in a census survey in March/April 2008 provided by the Association of American Universities (AAU). AAU is made up of 62 top American research universities (both public and private). Ohio State faculty members were invited to submit additional questions to the AAU survey that were applicable to their individual college.

The Office of Human Resources, Institutional Research and Planning, the Health System and the University Staff Advisory Committee partnered together to create and administer a census staff survey in May/June 2008.

### **Response rates**

In general, respondents are representative of the population. For tenure/tenure track faculty, professional college faculty were somewhat over-represented. This means that the percentage of faculty from professional colleges who responded to the survey was somewhat higher than the percentage of all tenure/tenure track faculty in professional colleges. Women faculty were also somewhat over-represented among survey respondents. For staff, executive, professional and clerical positions were somewhat over-represented.

- Tenure/Tenure Track Faculty – 46%
- Auxiliary Faculty - 28%
- Regular Clinical Faculty - 28%
- Staff – 52%

### **Overall results and major findings**

Eighty six percent of staff report being satisfied at Ohio State. Sixty five percent of tenure and tenure track faculty, 71% of auxiliary and 63% of regular clinical faculty report being satisfied at Ohio State. See below for a comparison of the groups as it relates to satisfaction and percent likely to leave OSU in the next three years.

<b>Survey Results</b>	<b>Staff</b>	<b>Tenure/Tenure Track Faculty</b>	<b>Auxiliary Faculty</b>	<b>Regular Clinical Faculty</b>
Percent Reporting Overall Satisfaction	86%	65%	71%	63%
Percent Reporting Likely to Leave OSU in next 3 Years	31%	36%	34%	33%

Four main findings emerged from reviewing both the faculty and staff results:

- Faculty and staff’s immediate work environment has the greatest impact on their satisfaction and commitment. Colleagues and chairs/supervisors play a key role in the professional lives of our employees.
- The majority of staff members do not believe that they have opportunities for advancement at Ohio State.
- Staff members have a very positive view of senior leadership and those views are positively related to intent to stay.
- Associate professors reported lower satisfaction and higher frustration on nearly every question related to satisfaction and commitment compared to their assistant and full professor colleagues.

### **Predictors of satisfaction and commitment**

It is important to recognize that what contributes to one’s level of commitment and satisfaction is different for tenure and tenure track faculty vs. auxiliary faculty vs. staff. Several strengths and areas for improvement emerged within each predictor. The following will highlight data results from within each predictor of tenure and tenure track faculty, auxiliary faculty and staff.

**Tenure / tenure track faculty:** Predictors of commitment and satisfaction for this group are collegiality, organizational fit, and compensation and perks. Within each predictor, strengths and areas of improvement emerged and a few highlights are noted below.

*Collegiality* – Faculty across all categories report positive views regarding competence of and professional relationships with colleagues. However, faculty across all categories also report high stress from meetings, department/campus politics and colleagues. Associate professors are the least likely to experience collegiality in their departments.

*Organizational fit* – Most faculty view their department as a good fit for them. A majority believe that their colleagues value their teaching and research. However, associate professors are less satisfied with collaboration within the department and are more likely to feel excluded from an “informal network.” Associate professors with at least 10 years in rank have the least positive views of their fit with the organization, feel ignored and are more likely to feel that colleagues do not value their research.

*Compensation and Perks* – Faculty report being satisfied with their benefits. However, associate professors with at least 10 years in rank are less likely to be satisfied with their salaries than other tenure and tenure track faculty.

**Auxiliary faculty:** Predictors of commitment and satisfaction for this group are characteristics of unit head, relations with co-workers, optimism about the university and teaching. Within each predictor, strengths and areas of improvement emerged and a few highlights are noted below.

*Characteristics of unit head* – Auxiliary faculty generally believe that their unit head advances the interests of the department and honors agreements.

*Relations with co-workers* – Auxiliary faculty are satisfied with colleague competency, professional relationships with other faculty and their relationship with administration.

*Optimism about the university* – Auxiliary faculty are fairly positive about Ohio State's ability to be in the "Top 10" as well as the importance of Ohio State being among the "Top 10."

*Teaching* – Auxiliary faculty report high levels of satisfaction with their teaching responsibilities and the quality of their undergraduate students. However, they also report fairly high levels of stress regarding their teaching responsibilities and students. Lecturers report especially high rates of stress.

**Staff:** Predictors of commitment and satisfaction for this group are supervision and accountability, work environment, growth and learning and leadership. Within each predictor, strengths and areas of improvement emerged and a few highlights are noted below.

*Supervision and accountability* – The majority of staff in all job categories report that they have a generally positive relationship with their supervisor. Their supervisor treats staff with respect, values their work and shows concern for their well-being. However, the majority of staff in all job categories also report that they do not receive high levels of feedback and coaching. In addition, their supervisor treats some employees better than others and the reward system is not clear or fair.

*Work environment* – Most staff, across all job categories, report that their coworkers usually cooperate and treat each other with respect, their unit values productivity and focuses on quality, and their unit is a good fit for them. However, less than half of the service and maintenance and skilled craft staff report that their coworkers are trustworthy and that their unit is an emotionally healthy place to work.

*Growth and learning* – Executive and professional staff are most likely to report being given a real opportunity to improve their skills. However, less than 50% of staff in any job category reports that there is a real opportunity to move up at Ohio State or that there are clear career paths.

*Leadership* – Over 70% of staff in all categories believe that senior leaders are committed to the mission of Ohio State. The majority of staff in all job categories agree that senior leaders provide a definite sense of direction and purpose and make decisions for the greater good of the university.

### **Notable Issues - Child and Elder Care**

A substantial number of staff and faculty have children aged 12 or under and roughly one third currently use child care. Almost every employee with children 12 or under reported that emergency/back-up child care would be of value to them. Additionally, almost all of these faculty members reported that near or on-site child care would be of value to them.

Close to one-in-six tenure/tenure track faculty and one-in-five staff reported that they are currently caring for an aging or ill parent, relative or other adult. Of particular interest is that the number of employees who expect to have some responsibility caring for an elderly relative or adult in the next three – five years grew dramatically for tenure/tenure track faculty to almost one-in-two and staff increased to almost one-in-three.

## **Conclusions**

The major findings of the report confirm that we have many reasons to celebrate, and we have additional work to do as an institution. The culture survey was never intended to be a single initiative but instead a way to diagnosis our culture and our readiness to move to a high performance organization. Ohio State is at the beginning of the survey process. This survey will be conducted every three years and mini surveys and focus groups will be administered as needed in the interim.

The data analysis will be used to advance university-wide goals in the following ways:

- To support recommendations of the talent strategy initiative. Specifically, the Talent Acquisition, Retention and Engagement Strategy Committee was influenced by data about faculty retirements and the percentage of faculty who are likely to leave OSU in the next three years. References to this data will appear in its report to the Board of Trustees.
- To inform the culture shaping initiative led by the President's Office. The survey data helps us understand current cultural challenges. That understanding is critical to shaping the Ohio State culture to meet the president's aspirational goals.
- To diagnose individual cultures in colleges and vice presidential units to support their planning and evaluation efforts such as academic/unit program reviews and strategic plans.
- To inform and advance strategic goals of the University Senate and University Staff Advisory Committee.

These are just a few examples of how the university intends to use the valuable information gained from faculty and staff. Additional uses and applications for the results will be identified in the coming months. To view the presentation to President's Council and other reports, visit [www.hr.osu.edu/culturesurvey](http://www.hr.osu.edu/culturesurvey) and <http://oaa.osu.edu/irp/culturesurvey/surveydata.php>.

## **Additional information regarding the methods of analysis:**

For each type of employee (staff, tenure/tenure track faculty, and auxiliary faculty), a statistical process called an exploratory factor analysis was conducted to identify groups of items that had similar response patterns across employees. These groupings are used to represent the relatively small number of factors that are likely to exert a wide influence on responses to individual items. For each type of employee, regression analysis was subsequently used to determine factors where differences between employees consistently predicted differences in the levels of commitment and satisfaction related to a high-performance culture. After identifying these significant predictors, the individual items that constituted them were examined and organized to illuminate strengths and opportunities for improvement.

*Note: Due to relatively low numbers of regular clinical faculty in the set of respondents (N=135), the same type of factor analysis could not be conducted on their data.*