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Advancement Climate Survey Summary

June 2024

(Administered April – May 2024)

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# **Key Highlights and Multi-Year Comparisons**

The 2024 Advancement Climate Survey was conducted to assess the current state of the workplace environment within University Advancement (UA) and to track changes since the previous survey in 2023. The survey covered various aspects of employee experience, including sense of belonging, psychological safety, role clarity, career goal alignment, and diversity management. Below are the key highlights from the survey findings:

1. **Sense of Belonging and Quality of Relationships**:
   * 98.4% of respondents in 2024 felt a strong sense of belonging at University Advancement (UA), up from 94% in 2023.
   * Since the first survey in 2020, respondents’ agreement that their relationships in UA are as satisfying as they would want them the be has increased 19%, from 78% in 2020) to 97% in 2024.
2. **Psychological Safety and Authentic Participation**:
   * Respondents’ sense of psychological safety has improved significantly since 2020, with 87% of respondents saying they felt comfortable expressing their opinions in 2024, up from 66% in 2020.
   * The feeling of being able to be one's authentic self increased from 89% in 2023 to 93% in 2024, highlighting a more inclusive environment. Since the first survey in 2020, there has been a 20% increase in agreement—in 2020, only 73% of respondents agreed that they could be their authentic self in UA.
3. **Recognition and Career Goal Alignment**:
   * 89.9% of respondents agreed that they received meaningful recognition for doing good work, up from 83% in 2023.
   * 91% of respondents felt their professional goals were being met at UA, up from 85% in 2023. Agreement in this area has also increased 20% since 2020 indicating effective career development initiatives and support.
4. **Support for Cultural Competency and Diversity**:
   * Respondents’ perception of UA’s support for cultural competency and diversity has been an area where UA has seen the most improvement across all survey years. Respondents’ agreement that they receive support for working with diverse groups and in cross-cultural situations increased from 86% in 2023 to 94% in 2024. Overall, there has been a 27% increase in agreement with this statement since 2020.
   * The perception of effective diversity management in UA rose from 82% in 2023 to 92% in 2024, reflecting the success of diversity initiatives and the positive perception of diversity management. Agreement with this statement has increased 32% since 2020 when just 59% of attendees expressed some level of agreement.
5. **Visible Leadership and DEI Initiatives**:
   * Between 2023 and 2024, agreement that University Advancement leadership will take appropriate action in response to incidents of harassment and discrimination increased 6% from 89% (2023) to 95% (2024).
   * DEI policies remain a major focus, with 98.4% of respondents considering diversity important, slightly down from 99% in 2023.
6. **Team Building and Continuous Learning:**
   * Team building and opportunities for continuous learning were frequently mentioned in the open-ended comments, with a strong consensus on the value of regular team-building events.

# **2024 Respondent Demographics Summary**

The Advancement Climate Survey had 201 respondents, representing a 69.8% response rate. Approximately 176-181 employees responded to the demographic questions in the survey.

Survey respondents were asked to identify their gender identity from various options. Due to small numbers, “unsure” and “prefer not to say” were combined. Among all respondents, 70.6% identified as women, 23.3% as men, and 6.2% preferred not to say or were unsure.

Figure 1 Respondents Breakdown by Gender Identity

Respondents were given various options to select their race/ethnicity and could list it if not specified. They were allowed to choose more than one race. Due to small numbers, those who selected more than one race were combined into a "Multirace" category. To protect identities, Black, Hispanic, Asian, and Multirace (each with fewer than five respondents) were combined into a category labeled "Multirace/Black/Hispanic/Asian." Among 181 respondents, 81.3% reported as White, 8.0% reported as Multirace/Black/Hispanic/Asian, and 10.8% preferred not to answer.

Figure 2 Respondents Breakdown by Race/Ethnicity

As shown in Figure 3, among the 178 respondents, 78.1% identified as heterosexual, 9.5% as LGBA+ (which includes gay/lesbian, asexual, bisexual, and another orientation due to small sample sizes), and 12.4% preferred not to disclose their sexual orientation.

Figure 3 Respondents Breakdown by Sexual Orientation

Similarly, respondents were asked if they identified as a person with a disability with responses of “yes,” “no,” “unsure,” and “prefer not to say. For ease of readability, "yes" was converted to "with disability" and "no" to "without disability." Due to small numbers, "unsure" and "prefer not to say" were combined. Among 178 respondents, 85.4% identified as without a disability, 7.3% identified as with a disability, and 7.3% were unsure or preferred not to say.

Figure 4 Respondents Breakdown by Disability Status

Among 179 respondents, 40.8% had a Bachelor's degree, 38.6% had a Master's degree, 5.6% had a Professional or Doctoral degree (combined due to small size), 3.9% had a High School diploma, and 3.4% had an Associate's degree. Additionally, 7.8% were unsure or preferred not to say (combined due to small size).

Figure 5 Respondents Breakdown by Education Background

Among 176 respondents, 33.0% identified as Protestant, 29.0% as having no religion, and 19.3% preferred not to say. Additionally, 9.1% identified as Roman Catholic, 8.0% as having another preference (including Baptist, non-denominational Christian, their own beliefs, Episcopal, and Christian), and 1.7% as Buddhist, Jewish, Hindu, Muslim, or Mormon (combined into one group).

Figure 6 Respondents Breakdown by Religion Preference

For political preference, 27.1% identified as liberal, 23.2% as moderate, and 11.9% as very liberal. Additionally, 9.6% identified as very conservative or conservative, 9.0% as slightly liberal, 7.9% as slightly conservative, and 11.3% as another preference or preferred not to say. To protect respondent identities, "very conservative" and "conservative" were combined as "very cons/cons," and "another" and "prefer not to say" were also combined. For readability in charts, “conservative” is shortened to “cons” and “liberal” to “lib.”

Figure 7 Respondents Breakdown by Political Preference

# **2024 Summary**

The non-demographic questions in the survey used a 6-point Likert scale, as shown below:

Table 1 Question Likert Scale

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 1-Strongly agree | 2-Agree | 3-Somewhat agree | 4-Somewhat disagree | 5- Disagree | 6-Strongly disagree |

For simplicity, "agreement" encompasses strongly agree, agree, and somewhat agree, while "disagreement" includes somewhat disagree, disagree, and strongly disagree.

## Sense of Belonging

The “Sense of Belonging” section of the survey included the question shown in Table 2. For ease of visualization, the questions have been assigned a "short name," as seen in Table 2. The score scale is referenced in Table 1.

Table 2 Sense of Belonging Questions and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| I feel like I belong in University Advancement. | sense of belonging | 1.8 |

Overall, 98.4% of the respondents agreed that they feel like they belong in UA.

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Figure 8 Sense of Belonging Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose (pns) their gender and those uncertain of their gender identity expressed higher levels of disagreement (overall mean: 1.8; pns mean: 2.8) in their sense of belonging in UA compared to respondents who identified with other gender identities.
* Respondents who preferred not to disclose their race/ethnicity expressed weaker agreement (overall mean: 1.8; pns mean: 2.3) compared to other respondents.
* Similarly, those who preferred not to disclose their sexual orientation (overall mean: 1.8; pns mean: 2.5) reported feeling less of a sense of belonging at UA than other respondents.
* Respondents who preferred not to disclose their disability status expressed a stronger sense of disagreement about feeling like they belong at UA (overall mean: 1.8; pns mean: 2.5) compared to other respondents.
* Similarly, respondents who were unsure or preferred not to disclose their education background also expressed more disagreement (overall mean: 1.8; pns mean: 2.3). In contrast, respondents with a professional or doctoral degree reported the highest agreement on belonging at UA (overall mean: 1.8; professional/doctoral mean: 1.4).
* Respondents who identified as slightly liberal expressed stronger agreement (overall mean: 1.8; slightly liberal mean: 1.6) than other respondents.

## Authentic Participation

The “Authentic Participation” section of the survey included the question shown in Table 3. The score scale is referenced in Table 1 found at the beginning of this summary.

Table 3 Authentic Participation Questions and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| I feel like I can be my authentic self in University Advancement. | authentic participation | 2.1 |

Overall, 93.1% of respondents agreed that they feel they can be their authentic selves at University Advancement.

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Figure 9 Authentic Participation Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) expressed more disagreement (overall mean: 2.1; pns mean: 2.8) compared to respondents who identified as men or women.
* Similarly, those who preferred not to disclose their race/ethnicity expressed more disagreement (overall mean: 2.1; pns mean: 2.7).
* Regarding sexual orientation, respondents who preferred not to disclose theirs expressed more disagreement (overall mean: 2.1; pns mean: 2.7) compared to other respondents.
* Respondents who preferred not to disclose their disability status also expressed more disagreement (overall mean: 2.1; pns mean: 2.8).
* Those who preferred not to disclose or were unsure of their education background expressed more disagreement (overall mean: 2.1; pns mean: 2.8). In contrast, respondents with professional or doctoral degrees reported the highest agreement (overall mean: 2.1; professional/doctoral mean: 1.8).
* In terms of religious preference, respondents who preferred not to disclose theirs or identified as Roman Catholic expressed more disagreement (overall mean: 2.1; pns mean: 2.5; Roman Catholic mean: 2.4). Conversely, respondents identifying as Protestant or with another preference had the highest agreement (overall mean: 2.1; Protestant mean: 1.9; Another preference mean: 1.9).
* For political preference, those who preferred not to disclose or were slightly conservative expressed more disagreement (overall mean: 2.1; pns mean: 2.6; slightly conservative mean: 2.4). Respondents who were very conservative, conservative had the highest agreement (overall mean: 2.1; very conservative/conservative mean: 1.9).

## Quality of Work Relationships

The 'Quality of Work Relationships' section of the survey included the question shown in Table 4. For ease of visualization, these questions have been assigned “short names,” which can be seen in Table 4. The score scale is referenced in Table 1 under summary.

Table 4 Quality of Work Relationships Questions and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| My relationships within University Advancement are as satisfying as I would want them to be. | quality of work relationships | 2.1 |

Overall, 96.8% of respondents agreed that their relationships within University Advancement are as satisfying as they would want them to be.

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Figure 10 Quality of Work Relationships Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) or identified as unsure disagreed that their relationships within University Advancement are as satisfying as they would want them to be compared to respondents who identified as men or women (overall mean: 2.1; pns mean: 2.6).
* Respondents who preferred not to disclose their race/ethnicity also disagreed that their relationships within University Advancement are as satisfying as they would want them to be compared to other respondents (overall mean: 2.1; pns mean: 2.5).
* Respondents who preferred not to disclose their sexual orientation (pns) or identified as LGBA+ expressed more disagreement about their relationships within University Advancement being satisfying compared to other respondents (overall mean: 2.1; pns mean: 2.6; bisexual mean: 2.4).
* Similarly, respondents who preferred not to disclose their disability status expressed more disagreement (overall mean: 2.1; pns mean: 2.6).
* Respondents who preferred not to say (pns) their education background disagreed that their relationships within University Advancement are as satisfying as they would want them to be compared to other respondents (overall mean: 2.1; pns mean: 2.3). Respondents whose background was a professional or doctoral degree had the highest agreement (overall mean: 2.1; professional/doctoral mean: 1.7).
* Respondents who had no religion, were roman catholic or preferred not to say (pns) their religion preference disagreed that their relationships within University Advancement are as satisfying as they would want them to be compared to other respondents (overall mean:2.1; no religion mean: 2.4; roman catholic mean: 2.3; pns mean: 2.2).
* Respondents who were slightly conservative or very liberal expressed weaker agreement (overall mean: 2.1, slightly conservative mean: 2.5; very liberal mean: 2.5) compared to other respondents that their relationships within University Advancement are as satisfying as they would want them to be.

## Psychological Safety

The “Psychological Safety” section of the survey included the questions shown in Table 5. For ease of visualization, these questions have been assigned "short names," which can be seen in Table 5. The score scale is referenced in Table 1 under summary.

Table 5 Psychological Safety Question and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| I feel comfortable expressing my opinions to others in University Advancement. | psychological safety | 2.4 |

Overall, 87.2% of respondents agreed that they feel comfortable expressing their opinions to others in University Advancement.

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Figure 11 Psychological Safety Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) or identified as unsure expressed more disagreement about feeling comfortable expressing their opinions compared to those who identified as men or women (overall mean: 2.4; pns mean: 3.2).
* Respondents who preferred not to disclose their race/ethnicity also expressed more disagreement compared to others about feeling comfortable expressing their opinions (overall mean: 2.4; pns mean: 3.1). Conversely, respondents who identified as Multirace/Black/Hispanic/Asian expressed the highest agreement (overall mean: 2.4; Multirace/Black/Hispanic/Asian mean: 1.9).
* Regarding sexual orientation, respondents who preferred not to disclose theirs (pns) or identified as LGBA+ expressed more disagreement (overall mean: 2.4; pns mean: 3.2; LGBA+ mean: 2.7) about feeling comfortable expressing their opinions.
* Similarly, respondents who preferred not to disclose their disability status expressed more disagreement compared to others (overall mean: 2.4; pns mean: 3.3).
* Those who preferred not to disclose their education background also expressed more disagreement (overall mean: 2.4; pns mean: 3.1).
* In terms of religious preference, respondents who preferred not to disclose theirs or identified as Roman Catholic expressed more disagreement (overall mean: 2.4; pns mean: 2.8; Roman Catholic mean: 2.6).
* Finally, respondents who preferred not to disclose their political preference, those who identified as slightly conservative (cons), and those who identified as very liberal expressed more disagreement (overall mean: 2.4; pns mean: 2.7; slightly cons mean: 2.9; very lib mean: 2.5) about feeling comfortable expressing their opinions compared to other respondents.

## Role Clarity

The "Role Clarity" section of the survey included the questions shown in Table 6. For ease of visualization, these questions have been assigned "short names," which can be seen in Table 6. The score scale is referenced in Table 1 under summary.

Table 6 Role Clarity Question and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| I know what constitutes good performance in my role. | role clarity | 1.9 |

Overall, 95.7% of respondents agreed that they know what constitutes good performance in their role.

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Figure 12 Role Clarity Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) or identified as unsure expressed more disagreement about knowing what constitutes good performance compared to those who identified as men or women (overall mean: 1.9; pns mean: 3.0).
* Respondents who preferred not to disclose their race/ethnicity expressed more disagreement compared to those who identified their race/ethnicity (overall mean: 1.9; pns mean: 2.8).
* Similarly, respondents who preferred not to disclose their sexual orientation expressed more disagreement (overall mean: 1.9; pns mean: 2.7).
* Respondents who were unsure about their disability status reported the highest agreement about knowing what constitutes good performance compared to other respondents (overall mean: 1.9; unsure mean: 2.4).
* Respondents who preferred not to disclose their education background expressed more disagreement (overall mean: 1.9; pns mean: 2.8), while those with a professional or doctoral degree reported the highest level of agreement (overall mean: 1.9; professional/doctoral mean: 1.4).
* Respondents who preferred not to disclose their religious preference (pns) expressed weaker agreement (overall mean: 1.9; pns mean: 2.4).
* Finally, respondents who preferred not to disclose their political preference or indicated an identity outside the available options, as well as those who were slightly conservative, expressed weaker agreement (overall mean: 1.9; pns mean: 2.2; slightly conservative mean: 2.4).

## Upstander Self-Efficacy

The “Upstander Self-Efficacy” section of the survey included the questions shown in Table 7. For ease of visualization, these questions have been assigned “short names,” as seen in Table 7. The score scale is referenced in Table 1 under summary.

Table 7 Upstander Self-Efficacy Question and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| I have the skills to address hostile behavior that I witness. | upstander self-efficacy | 2.0 |

Overall, 95.7% of respondents agreed that they have the skills to address hostile behavior they witness.

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Figure 13 Upstander Self-Efficacy Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) or identified as unsure expressed weaker agreement than those who identified as men or women regarding their skills to address hostile behavior (overall mean: 2.0; pns mean: 2.3).
* Respondents who preferred not to disclose their race/ethnicity also expressed weaker agreement compared to other respondents (overall mean: 2.0; pns mean: 2.4).
* Similarly, respondents who preferred not to disclose their sexual orientation expressed weaker agreement (overall mean: 2.0; pns mean: 2.4).
* Respondents who were unsure of their disability status, preferred not to disclose it, or had a disability expressed more disagreement compared to those without a disability (overall mean: 2.0; unsure/pns mean: 2.2; with disability mean: 2.2).
* Respondents who preferred not to disclose their education background expressed weaker agreement (overall mean: 2.0; pns mean: 2.4), while those with a professional/doctoral degree reported the highest level of agreement (overall mean: 2.0; professional/doctoral mean: 1.6).
* Respondents who preferred not to disclose their religious preference expressed weaker agreement (overall mean: 2.0; pns mean: 2.3).
* Finally, respondents who identified their political preference as liberal, very liberal, or slightly conservative expressed weaker agreement (overall mean: 2.0; liberal mean: 2.1; very liberal mean: 2.1; slightly conservative mean: 2.1) compared to other respondents regarding their skills to address hostile behavior they witness.

## Career Goal Alignment

The "Career Goal Alignment" section of the survey included the question shown in Table 8. For ease of visualization, these questions have been assigned "short names," as seen in Table 8. The score scale is referenced in Table 1 under summary.

Table 8 Career Goal Alignment Question and Overall mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| The professional goals I have for myself are being met in University Advancement. | career goal alignment | 2.2 |

Overall, 91.5% of respondents agreed that their professional goals are being met at UA.

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Figure 14 Career Goal Alignment Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) or identified as unsure expressed more disagreement compared to those who identified as men or women (overall mean: 2.2; pns mean: 3.2).
* Respondents who preferred not to disclose their race/ethnicity also expressed more disagreement compared to other respondents (overall mean: 2.2; pns mean: 2.9).
* Similarly, respondents who preferred not to disclose their sexual orientation expressed more disagreement (overall mean: 2.2; pns mean: 2.7).
* Respondents who preferred not to disclose their disability status expressed more disagreement compared to other respondents (overall mean: 2.2; pns mean: 2.8).
* Those who preferred not to disclose their education background also expressed more disagreement (overall mean: 2.2; pns mean: 2.9). In contrast, respondents with a professional/doctoral degree reported stronger agreement that their professional goals are being met at UA (overall mean: 2.2; professional/doctoral mean: 1.7).
* Respondents who preferred not to disclose their religious preference expressed more disagreement compared to other respondents (overall mean: 2.2; pns mean: 2.7). Those with another preference beyond the provided options expressed stronger agreement (overall mean: 2.2; another preference mean: 1.8).
* Finally, respondents who preferred not to disclose their political preference, those who identified as very liberal, and those who identified as slightly conservative expressed more disagreement (overall mean: 2.2; pns mean: 2.5; very liberal mean: 2.5; slightly conservative mean: 2.4) compared to other respondents. Those who identified as slightly liberal reported the highest level of agreement.

## Trust in Leadership

The "Trust in Leadership" section of the survey included the question shown in Table 9. For ease of visualization, these questions have been assigned "short names," as seen in Table 9. The score scale is referenced in Table 1 under summary.

Table 9 Trust in Leadership Question and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| I believe University Advancement leadership will take appropriate action in response to incidents of harassment and discrimination. | trust in leadership | 1.9 |

Overall, 95.2% of respondents agreed that they believe UA leadership will take appropriate action in response to incidents of harassment and discrimination.

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Figure 15 Trust in Leadership Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) or identified as unsure expressed more disagreement compared to those who identified as men or women regarding their belief that UA leadership will take appropriate action (overall mean: 1.9; pns mean: 2.7).
* Respondents who preferred not to disclose their race/ethnicity also expressed weaker agreement compared to those who identified their race/ethnicity (overall mean: 1.9; pns mean: 2.4). Conversely, respondents who identified as Multirace/Black/Hispanic/Asian expressed the highest agreement (overall mean: 1.9; Multirace/Black/Hispanic mean: 1.6).
* Respondents who preferred not to disclose their sexual orientation expressed more disagreement (overall mean: 1.9; pns mean: 2.6), and those who identified as LGBA+ expressed weaker agreement (overall mean: 1.9; LGBA+ mean: 2.0).
* Respondents who were unsure about their disability status or preferred not to disclose it (pns) expressed more disagreement compared to other respondents (overall mean: 1.9; unsure/pns mean: 2.8).
* Respondents who preferred not to disclose their education background expressed weaker agreement (overall mean: 1.9; pns mean: 2.2) compared to other respondents. Those with a professional or doctoral degree reported the highest level of agreement (overall mean: 1.9; professional/doctoral mean: 1.6).
* Respondents who preferred not to disclose their religious preference or had no religion expressed more disagreement (overall mean: 1.9; pns mean: 2.1; no religion mean: 2.0) compared to other respondents.
* Respondents who identified their political preference as very liberal, another preference, or preferred not to disclose it (pns), and those who were slightly conservative, expressed weaker agreement (overall mean: 1.9; slightly conservative mean: 2.0; another/pns mean: 2.1; very liberal mean: 2.2) compared to other respondents regarding their belief that UA leadership will take appropriate action.

## Managing Diversity

The "Managing Diversity" section of the survey featured the question shown in Table 10. To make visualization easier, these have been given a "short name," which is displayed in Table 10. The score scale is available in Table 1 under the summary section.

Table 10 Managing Diversity Question and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| I believe University Advancement manages diversity effectively. | managing diversity | 2.3 |

In total, 92% of respondents concurred that they think UA handles diversity well.



Figure 16 Managing Diversity Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Participants who chose not to disclose their gender identity (pns) and those who were unsure expressed more disagreement than those who identified as men or women that they believe UA manages diversity effectively (overall mean: 2.3; pns mean: 2.7). The highest level of agreement was reported by men (overall mean: 2.3; men mean: 2.0).
* Respondents who preferred not to specify (pns) their race/ethnicity disagreed that they believe UA manages diversity effectively (overall mean: 2.3; pns mean: 2.7). The highest agreement that they believe UA manages diversity effectively was expressed by respondents who identified as Multiracial, Black, Hispanic, or Asian (overall mean: 2.3; Multirace/Back/Hispanic/Asian mean: 2.0).
* Participants who identified as preferred not to say (pns) or LGBA+ for their sexual orientation disagreed (overall mean: 2.3; pns mean: 2.6; LGBA+ mean: 2.5) that they believe UA manages diversity effectively.
* Compared to other respondents, those who were unsure or preferred not to identify (pns) their disability status expressed disagreement that they believe UA manages diversity effectively (overall mean: 2.3; unsure/pns mean: 3.0).
* Respondents who chose not to disclose (pns) their educational background expressed more disagreement (overall mean: 2.3; pns mean: 2.8) than other respondents that they believe UA manages diversity effectively. The strongest agreement that they believe UA manages diversity effectively was held by respondents who identified as having professional or doctoral (profess/doctoral) degrees (overall mean: 2.3; profess/doctoral mean: 1.6).
* Compared to other respondents, those who preferred not to state (pns) their religious preference and those who reported having no religion expressed disagreement (overall mean: 2.3; pns mean: 2.7; no religion mean: 2.4) that they believe UA manages diversity effectively.
* Respondents who identified as very liberal (very lib) politically disagreed that they believe UA manages diversity effectively (overall mean: 2.3; very lib mean: 2.8). Compared to other respondents, those who preferred not to say (pns) or indicated another political preference, as well as those who identified as liberal, expressed weaker agreement (overall mean: 2.3; another/pns mean: 2.4; lib mean: 2.5) that they believe UA manages diversity effectively.

## Feeling Recognized and Valued

The "Feeling Recognized and Valued" section of the survey included the question shown in Table 11. For ease of visualization, these questions have been assigned "short names," as seen in Table 11. The score scale is referenced in Table 1 under summary.

Table 11 Meaningful Recognition Question and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| I receive meaningful recognition for doing good work. | meaningful recognition | 2.1 |

Overall, 89.9% of respondents agreed that they receive meaningful recognition for doing good work.



Figure 17 Meaningful Recognition Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) or identified as unsure expressed more disagreement compared to those who identified as men or women (overall mean: 2.1; pns mean: 3.3).
* Respondents who preferred not to disclose their race/ethnicity also expressed more disagreement compared to other respondents (overall mean: 2.1; pns mean: 3.0). Conversely, respondents who identified as Multirace/Black/Hispanic/Asian expressed the highest agreement (overall mean: 2.1; Multirace/Black/Hispanic/Asian mean: 1.9).
* Similarly, respondents who preferred not to disclose their sexual orientation or identified as LGBA+ expressed more disagreement compared to those who identified as Heterosexual (overall mean: 2.1; pns mean: 2.9; LGBA+ mean: 2.4).
* Respondents who preferred not to disclose their disability status also expressed more disagreement compared to other respondents (overall mean: 2.1; pns mean: 2.9). However, respondents who identified as having a disability reported higher agreement compared to those without (overall mean: 2.1; with disability mean: 1.8).
* Respondents who preferred not to disclose their education background expressed more disagreement (overall mean: 2.1; pns mean: 3.4). In contrast, those with a professional or doctoral degree reported higher levels of agreement compared to all other respondents (overall mean: 2.1; professional/doctoral mean: 1.6).
* Respondents who preferred not to disclose their religious preference expressed more disagreement (overall mean: 2.1; pns mean: 2.8).
* Finally, respondents who preferred not to disclose their political preference or identified as slightly conservative (slightly con) expressed more disagreement (overall mean: 2.1; pns mean: 2.8; slightly cons mean: 2.6) compared to other respondents. Those who identified as slightly liberal (slightly lib) reported higher agreement than other respondents (overall mean: 2.1; slightly lib mean: 1.8).

## Importance of Diversity

The "Importance of Diversity" section of the survey included the questions shown in Table 12. For ease of visualization, these questions have been assigned "short names," as seen in Table 12. The score scale is referenced in Table 1 under summary.

Table 12 Diversity Importance Question and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| Diversity is important to me. | diversity importance | 1.5 |

Overall, 98.4% of respondents agreed that diversity is important to them.



Figure 18 Diversity Importance Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) or were unsure about their gender identity reported lower levels of agreement compared to those who identified as men or women (overall mean: 1.5; pns/unsure mean: 2.1).
* Similarly, respondents who preferred not to disclose their race identity (pns) reported lower levels of agreement compared to other respondents (overall mean: 1.5; pns mean: 2.0). Those who identified as Multirace/Black/Hispanic/Asian agreed the most that diversity is important to them (overall mean: 1.5; Multirace/Black/Hispanic/Asian mean: 1.1).
* There was a slight difference in the agreement on the importance of diversity among different sexual orientation groups. LGBA+ respondents reported slightly higher agreement that diversity is important to them compared to other groups (overall mean: 1.5; LGBA+ mean: 1.4).
* Regarding disability status, those with a disability reported slightly higher agreement that diversity is important to them compared to other respondents (overall mean: 1.5; with disability mean: 1.4).
* In terms of educational background, those who were unsure or preferred not to disclose (pns) their educational background (overall mean: 1.5; unsure/pns mean: 1.8) expressed weaker agreement that diversity is important to them. Respondents with a master’s degree reported slightly higher levels of agreement (overall mean: 1.5; master’s degree mean: 1.4).
* For religious background, those who indicated another preference, were Protestant, or preferred not to disclose (pns) reported higher levels of disagreement compared to other respondents about the importance of diversity (overall mean: 1.5; another preference mean: 1.7; Protestant mean: 1.6; pns mean: 1.6).
* Regarding political beliefs, the level of agreement that diversity is important increased from very conservative/conservative to very liberal (overall mean: 1.5; very conservative/conservative mean: 2.2; very liberal mean: 1.1).

## Support of Inclusive Capacity

The "Support of Inclusive Capacity" section of the survey included the questions shown in Table 13. For ease of visualization, these questions have been assigned "short names," as seen in Table 13. The score scale is referenced in Table 1 under summary.

Table 13 Support of Inclusive Capacity Question and Overall Mean Score

|  |  |  |
| --- | --- | --- |
| **Question** | **Short Name** | **Mean Score** |
| In University Advancement, I receive support for working with diverse groups and working in cross-cultural situations. | support of inclusive capacity | 2.2 |

Overall, 94.0% of respondents agreed that in UA, they receive support for working with diverse groups and in cross-cultural situations.



Figure 19 Support of Inclusive Capacity Overall Summary

When responses were analyzed within the context of the demographic questions, the following variations from the mean score were observed:

* Respondents who preferred not to disclose their gender identity (pns) expressed more disagreement compared to those who identified as men or women regarding receiving support for working with diverse groups and in cross-cultural situations (overall mean: 2.2; pns mean: 2.6). Men reported the highest level of agreement among all gender groups (overall mean: 2.2; men mean: 1.9).
* Respondents who preferred not to disclose their race/ethnicity also expressed more disagreement compared to other respondents (overall mean: 2.2; pns mean: 2.6). Those who identified as Multirace/Black/Hispanic/Asian reported a slightly higher level of agreement compared to their peers (overall mean: 2.2; Multirace/Black/Hispanic/Asian mean: 2.0).
* Respondents who preferred not to disclose their sexual orientation or identified as LGBA+ expressed more disagreement (overall mean: 2.2; pns mean: 2.6; LGBA+ mean: 2.4).
* Respondents who preferred not to report their disability status or those who identified as having a disability expressed more disagreement compared to other respondents (overall mean: 2.2; unsure/pns mean: 2.8; with disability mean: 2.3).
* Respondents who preferred not to disclose their education background expressed more disagreement compared to other respondents (overall mean: 2.2; unsure/pns mean: 2.6). In contrast, respondents with a professional or doctoral degree reported stronger agreement (overall mean: 2.2; professional/doctoral mean: 1.9).
* Respondents who preferred not to disclose their religious preference expressed more disagreement (overall mean: 2.2; pns mean: 2.6).
* Regarding political preference, respondents who identified as very liberal, slightly conservative, or preferred not to disclose (pns) expressed more disagreement (overall mean: 2.2; very liberal mean: 2.6; slightly conservative mean: 2.4; another/pns mean: 2.4). Those who identified as very conservative, conservative, or moderate expressed stronger agreement (overall mean: 2.2; very conservative/conservative mean: 1.9; moderate mean: 1.9).

# **Open Ended Text Analysis**

The open-ended responses in the survey provided in-depth insights into the employees' perspectives on actions that they believe would improve the workplace culture for all members of the UA community. This analysis highlights the top five themes that emerged from the qualitative data. The frequency of each theme was calculated based on the number of times it appeared in the responses relative to the total number of responses. In total, there were 86 responses analyzed, with each response potentially touching on multiple themes.

A graph with orange bars

Description automatically generated

Figure 20 Top 5 Themes from Open-Ended Responses

## Team Building

Team building emerged as the most frequently mentioned theme. Employees emphasized the necessity of activities that foster team cohesion and relationship building. Overall, there was a strong consensus on the value of regular team-building events in enhancing the sense of community and collaboration within the organization.

## Leadership Support

The support and engagement of leadership were highlighted as crucial factors for a positive work environment. Many respondents called for stronger and more visible involvement from leaders. There was a recurring sentiment that a culture of appreciation, particularly from leadership, significantly boosts employee morale.

## DEI Policies

Diversity, Equity, and Inclusion (DEI) policies were a major focus for many respondents. Employees highlighted the need for regular training and awareness programs to foster an inclusive culture.

## Training and Development

Continuous learning and development opportunities were frequently mentioned as essential for professional growth. Respondents appreciated the existing programs but suggested the need for more structured and varied training options.

## Experience Acknowledgment

Acknowledgment of employees' experience and tenure was a significant theme, with many respondents stressing the importance of recognizing long-standing employees' contributions.

# **Appendix A**

**Survey Instrument**

**Introduction**

University Advancement committed to performing an annual workplace climate survey as part of the goals laid out in our Inclusive Excellence plan. Responses to this survey will further University Advancement’s efforts to enhance our workplace and will help shape ongoing work aimed at fostering a sense of belonging and cultivating connectedness across University Advancement.  
  
The survey is brief with a total of 13 questions and should take approximately 15 minutes to complete. Your response to this survey, and every survey item, is entirely voluntary.  
  
The survey is being administered anonymously. Results will be reviewed by an impartial third party who will ensure confidentiality for all questions including comments made in the open-ended response question. An anonymized report of key survey findings will be shared with University Advancement staff before the end of June.  
  
The survey includes a brief section on demographics. This information will only be used to understand the results in aggregate and will provide us with an understanding of the group characteristics that may be most salient for members of our community in terms of how they experience our culture. As stated, your responses are entirely voluntary and efforts to ensure the data is anonymized will be rigorous in the hope that you will feel comfortable sharing your honest responses.  
  
If you have questions about this survey, please contact Emily Tate ([ert8b@virginia.edu](mailto:ert8b@virginia.edu?subject=UA%20Climate%20Survey)).

**Survey Questions:**

Likert Scale for questions 1-12

1 (Strongly disagree) 2 (Disagree) 3 (Slightly disagree) 4 (Slightly Agree) 5 (Agree) 6 (Strongly agree)

1. I feel like I belong in University Advancement.
2. My relationships within University Advancement are as satisfying as I would want them to be.
3. I feel like I can be my authentic self in University Advancement.
4. The professional goals I have for myself are being met in University Advancement.
5. I know what constitutes good performance in my role.
6. I receive meaningful recognition for doing good work.
7. I feel comfortable expressing my opinions to others in University Advancement.
8. I believe University Advancement leadership will take appropriate action in response to incidents of harassment and discrimination.
9. I have the skills to address hostile behavior that I witness.
10. I believe University Advancement manages diversity effectively.
11. In University Advancement, I receive support for working with diverse groups and working in cross-cultural situations.
12. Diversity is important to me.
13. Please suggest one or two concrete actions that you believe would improve the workplace culture for all members of the University Advancement community. (essay answer)

**Demographic Questions**

1. Which best describes your gender identity?
   * Woman
   * Man
   * Transgender
   * Genderqueer or nonbinary
   * Another identity:
   * I prefer not to say
   * Unsure
2. Which of the following best describes you? (Check all that apply)
   * American Indian or Alaskan Native
   * Asian or Asian American
   * Black or African American
   * Hispanic or Latina/o/x
   * Middle Eastern
   * Native Hawaiian or other Pacific Islander
   * White
   * Another:
   * I prefer not to say
3. Which best describes your sexual orientation?
   * Asexual
   * Bisexual
   * Gay/Lesbian
   * Heterosexual
   * Another orientation:
   * I prefer not to say
4. What is the highest level of education you have completed?
   * Elementary school
   * Middle school
   * High school
   * Bachelor’s degree
   * Master’s degree
   * Professional degree (i.e. medical or legal degree)
   * Doctoral degree
   * Unsure
   * I prefer not to say
5. When it comes to politics, where would you place yourself on this scale?
   * 1-Very conservative
   * 2-Conservative
   * 3-Slightly conservative
   * 4-Moderate, middle of the road
   * 5-Slightly liberal
   * 6-Liberal
   * 7-Very liberal
   * Another:
   * I prefer not to say
6. Which best describes your religious preference?
   * Buddhist
   * Hindu
   * Jewish
   * Mormon
   * Muslim
   * Protestant
   * Roman Catholic
   * Another preference:
   * No religion
   * I prefer not to say
7. Do you identify as a person with a disability?
   * Yes
   * No
   * Unsure
   * I prefer not to say
8. Have you ever served on active duty in the U.S. Armed Forces?
   * Yes
   * No
   * I prefer not to say