

2018 Campus Climate and Diversity Survey Qualitative Data Executive Summary

GENERAL OVERVIEW

A total of **1,802** faculty, staff, and administrators (**25.9% response rate**) participated in the 2018 Campus Climate and Diversity Survey; this number of respondents meets the requirements to be considered a representative¹ sample of the University's population. The aggregate quantitative data have been shared with the campus community.

This report provides a summary of the qualitative data (open-ended responses) from the survey, by theme, as is standard best practice. The objective of the thematic qualitative analysis is to provide additional context to the quantitative data. Individual comments in their entirety are not included in order to safeguard the confidentiality of the respondents, which was guaranteed in the survey invitation and opening statement.

After the quantitative section of the survey, respondents were asked the question, *"Please provide any additional feedback you may have regarding the topics covered in this survey: Leadership/Supervision, Compensation/Benefits, Professional Development, or Campus Facilities."* The following is a summary of the responses to that question.

DEMOGRAPHICS

A total of **916²** individuals responded to the open-ended question; their demographics are provided below, along with the overall UofL percentages displayed in red within brackets for comparative reference:

Position: **66.9%** [UofL = **62.3%**] staff (98.9% FT, 1.1% PT), **31.9%** [UofL = **36.4%**] faculty (91.4% FT, 8.6% PT), and **1.2%** [UofL = **1.3%**] administrators.

Race/Ethnicity: **72.5%** [UofL = **78%**] White, **7.9%** [UofL = **10.2%**] Black or African American, **1.6%** [UofL = **2.5%**] Hispanic or Latino, **1.8%** [UofL = **1.6%**] two or more races, **1.3%** [UofL = **7.5%**] Asian, **1%** "another race," **0.3%** [UofL = **0.1%**] American Indian/Alaskan Native, **0.2%** [UofL = **0.1%**] Native Hawaiian or other Pacific Islander, **13%** selected "prefer not to answer," and **0.4%** didn't answer.

Gender Identity: **63%** female, **27%** male, **0.5%** different identity, **0.3%** transgender male, **0.1%** transgender female, **0.1%** non-binary, **0%** Gender nonconforming, **8.7%** selected "prefer not to answer," and **0.3%** didn't answer.

Note: Gender identity was not included in the UofL comparison since UofL official records currently only record "male" and "female". If you have additional questions regarding the demographic breakdowns, please contact the Office of Institutional Effectiveness at iesurvey@louisville.edu.

METHODOLOGY

The open-ended responses were reviewed by multiple staff members in the Office of Institutional Effectiveness (IE) to ensure agreement on overarching themes and sub-themes that were used to code the data. MAXQDA[®] Qualitative Data Analysis Software was used to provide a content analysis of the emergent themes to the open-ended responses.

¹ Sample size calculations based on a total faculty and staff population of 6,949, and a 95% confidence level with a 3% margin of error (the range that the population's responses may deviate from the sample).

² Representativeness is not statistically calculated for qualitative data since the aim is inductive and holistic.

Each response was coded into as many separate themes as applicable, based on the content. This means that in instances where individuals addressed multiple themes within their response, their response was split accordingly and each portion of the comment, or “sentiment” was placed within the appropriate theme. This resulted in a total of 3,106 themed sentiments.

THEMES

A total of 3,106 sentiments (from the 916 respondents) —630 (20.3%) positive and 2,476 (79.7%) negative— were coded into the themes and subthemes below. The percentage to the right of the theme represents the total number of sentiments related to that theme.

Positive Themes

Leadership/Supervision³ (7.9%): New president is a breath of fresh air/off to a strong start/transparent/doing an excellent job/turning things around/supportive/responsive; new leadership is moving in the right direction/appears promising; there has been better communication/transparency; administration doing a great job (fair, transparent, prompt); leadership/direction of UofL good

Climate/Morale (6%): Renewed sense of hope on campus; looking forward to our future; morale/climate has improved; moving in the right direction; President Bendapudi has brought positivity and a better climate to UofL; President has given me hope; new leadership is promising and gives hope; proud to work here; love my job; love working at UofL; good place to work; like colleagues; work is meaningful

Benefits (2.8%): Good/excellent benefits (retirement, tuition remission, medical insurance, holiday, sick, vacation leave); additional week off during winter break was greatly appreciated; happy with benefits; good benefits mean a lot

Facilities/Physical Resources (1.5%): BAB is great; beautiful campus and landscaping; new buildings are wonderful; buildings are clean; parking lots well lit

Professional Job Growth (0.6%): Satisfied with/appreciate the professional development opportunities that are available at the university

Compensation (0.5%): Happy with compensation; compensation is fair; glad those who make <\$36k received a raise

Diversity (0.5%): Campus is diverse; support for LGBT is high; inclusive campus; focusing on diversity, equity & inclusion

General Impressions (0.5%)

Staffing (0.1%)

Institutional Reputation (0.1%)

³ Unless otherwise stated, it was difficult to know which senior leadership team was being referenced. President Ramsey resigned July, 2016; Acting President Pinto resigned February, 2017; Interim President Postel’s term ended May, 2018, and President Bendapudi’s term began May, 2018.

Negative Themes

Leadership/Supervision⁴ (15.6%): Disappointed in senior leadership across campus; no sense of being valued/appreciated by administration; tired of buyouts for failed coaches and high salaries for administrators who come in and move on while employees who work hard and meet their commitments don't get raises year after year; UofL seems to favor siloed top down leadership; most past leadership above dean-level has been corrupt/unethical/secretive/self-rewarding and poor in financial decision making; upper management has no time for Physical Plant; leadership does not reflect the community (e.g. gender, race/ethnicity); feels like a good ole boys' club; Ramsey did so much damage; supervisors are micromanaging/don't share information/not supportive; need mandatory supervisor training; supervisors are not properly supervised; don't know where we stand financially/if we will continue to have a job; don't need more cuts, need investment in the infrastructure to move forward; overall financial/budgetary crisis at UofL has been a major factor in diminishing job satisfaction; lack of transparency and a great deal of questionable ethical behavior by administrators; poor leadership in the college causes stress; unit needs a new dean; millions wasted on athletics whereas academics continues to fight over crumbs; put the focus back on students and education, not money and sports

Compensation (14.9%): Continual lack of raises is demoralizing/unacceptable/a big problem; parking and health insurance costs continue to increase but no raises, or of cost of living increases; pay is low for the work being done (below national average); employees underpaid/overworked; faculty/staff told to keep doing more with less and administrators/leadership get raises; salary differential between the majority of staff and directors and upper-level administration is extreme; compensation and HR guidelines are inconsistent and inequity is a major issue; there is a gender equity gap between men's and women's salaries; salary compression needs to be addressed to retain employees; status changed to bi-weekly due to FLSA feels like a demotion; insufficient wages for physical plant staff

Facilities/Physical Resources (13%): Not enough custodial staff to keep buildings clean beyond emptying trash; restrooms not cleaned; older buildings have windows that don't open, tiles falling out of ceilings, peeling paint, HVAC issues (too hot or too cold); buildings infested with bugs/rodents (roaches, mosquitos, spiders, crickets, ants, little worms, mice); trash in classrooms for entire semesters; mold is a consistent problem; floors aren't mopped; carpets go months without being vacuumed; price of parking is outrageous and keeps increasing; security on HSC is lacking; areas surrounding HSC are unsafe and increased crime is not addressed; security in parking garages is lacking; feeling unsafe walking from garage to the school on HSC; technology not working in classrooms; insufficient handicapped parking

Climate/Environment/Morale (11%): Climate and morale low and nothing is being done to help; feeling underpaid and underappreciated; lack of staffing/no raises makes for poor morale; we've been through so much; can't stay out of the news; needing millions for lawsuits; the atmosphere is sad and not motivational; seen as disposable employees and not at all valued; staff are terrified of losing jobs/being laid off; very depressing place to work; climate is toxic; morale is horrible; there are hostile work environments; in some units/offices there is undermining, shaming, secrecy, threats, bullying, and a fear of retaliation; don't feel safe around a leader and pleas for help go unheard; no praise/recognition for a job well done; lack of recognition for all the good that goes on at UofL

General Frustrations (6.5%): Research component seems unappreciated by administration; teaching contracts arbitrarily changed mid-year; overwhelmed by teaching load/service requirements thus not enough

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time/support for research agenda; need more support for adjuncts; staff treated like second class citizens/like a step child; faculty do not respect staff; staff are underappreciated; faculty treated much better than staff (compensation, advancement opportunities, professional development); HSC like a step child to Belknap [most opportunities take place on Belknap, lacking in food options, facilities/grounds neglected] HR is challenging to work with, policies and procedures change at a moment's notice, inconsistent policies, webpages need to be updated, lack of efficiency in processes

Staffing Concerns (5.8%): Increased workload for employees when vacated positions are not re-hired; insufficient custodial services staff; employees feeling overworked and burnt out due to insufficient staff; high quality faculty/staff are leaving/have left due to low morale/low compensation/lack of advancement opportunities/burnout/insufficient staff; actively looking to leave UofL; very high turnover in certain offices/units; fear of losing their job; UofL should explore ways to improve work/life balance

Professional Job Growth (5.2%): Lack of promotional opportunities/defined professional paths/career ladder for staff; Lack of funding significant barrier for professional development experiences; no chance for growth/promotion within office; lack of time to attend professional development opportunities, options on campus for professional development are very limited/lack variety/lack relevance to field; lack of purposeful professional development plans; climate/dean/administration do not encourage professional development

Diversity (3.6%): Lack of diversity (people of color/females) in administration/leadership positions; lack of promotional/advancement opportunity for people of color/females; lack of retention of black faculty; VP for Diversity email felt to push a specific political agenda on behalf of the university; lack of diversity of thought/ideas; lack of diversity on campus; older folks feel like they are being pushed out

Benefits (3%): Health insurance premiums have continued to increase; health insurance is outrageously expensive; dental coverage doesn't cover much; loss of benefits (FSA contribution for those not using UofL health insurance, spousal tuition, tuition reciprocity); parental leave is not long enough; vacation accrual is very low; exercise facilities were moved off campus

Institutional Reputation (0.9%): Too many scandals (athletics and prior administration); negative image in the media/with the public, too much bad press