

Culture & Inclusion: Results from Hope's 2021 Pulse Survey

Frost Center Friday
October 15, 2021

Agenda

- History & development of the Pulse Survey
- Changes in responses from 2015-2021
- Results from the 2021 Pulse Survey
 - Individual
 - Leadership
 - Organization
- How staff and faculty gauge the progress we are making as an institution
- Consistency of experiences across constituent and identity groups
- Opportunities for continuous improvement
- Discussion, conversation, questions



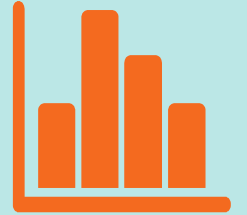
History of the Pulse Survey at Hope



• Timeline

- **2015 Great Place to Work[®] Trust Index[®] Employee Survey**
 - A standardized and reliable instrument developed by the Great Place to Work Institute (GPTW) to measure the 5 dimensions of trust within an organization: Credibility, Respect, Fairness, Pride and Camaraderie; Hope-Specific items
 - *Hope for the World 2025* [SP KPIs 1.4.3, 1.4.4, 4.3.3, 4.3.6, 6.3.2, 6.3.3]
- **2017 Great Place to Work[®] Trust Index[®] Employee Survey**
- **2019 Pulse Survey** [combination of scale items and open-ended items; ORG & WkGrp perspective; progress scale]
- **2021 Pulse Survey** [scale items; progress scale for each item; ORG perspective only]

How the 2019 Pulse Survey was Developed



- **Culture Task Force** – developed 2019 Pulse Survey
- **Background & Rationale** – a number of factors were considered:
 - the culture content we might want to assess
 - our Higher Learning Commission (HLC) timeline
 - survey fatigue for our community
 - the nimbleness of response
 - cost
- The resulting items represented a combined approach, incorporating qualitative/open-ended items proposed by President Scogin (love about Hope, change, biggest opportunities, biggest challenges) as well as the Hope Specific items from the GPTW Trust Index Survey

Administering the Pulse Survey in 2021

- **Considerations:**
 - Different interpretations arising across different sets of data
 - Low response rate from 2019 Pulse Survey
 - Finding the consistent message
 - Survey fatigue
- **Team of scholars** from our Hope community
- **Recommendation:** repeat Pulse Survey with scale items and organizational perspective only
- Donuts!



Pulse Survey Items and Scoring



- **Types of statements:**

- “I” statements – *I have a clear understanding of the college's mission.*
- Leadership statements – *Leadership demonstrates its commitment to creating a diverse and inclusive workplace.*
- Organizational statements – *People with varied physical, cognitive and emotional abilities are treated fairly here.*

- **Scoring:**

- Survey measures consistency of employee experience: “Almost always untrue” to “Almost always true”
- Scores are presented in % positive: “Often true” (4) or “Almost always true” (5)
- Progress scale: worse, about the same, moving in the right direction

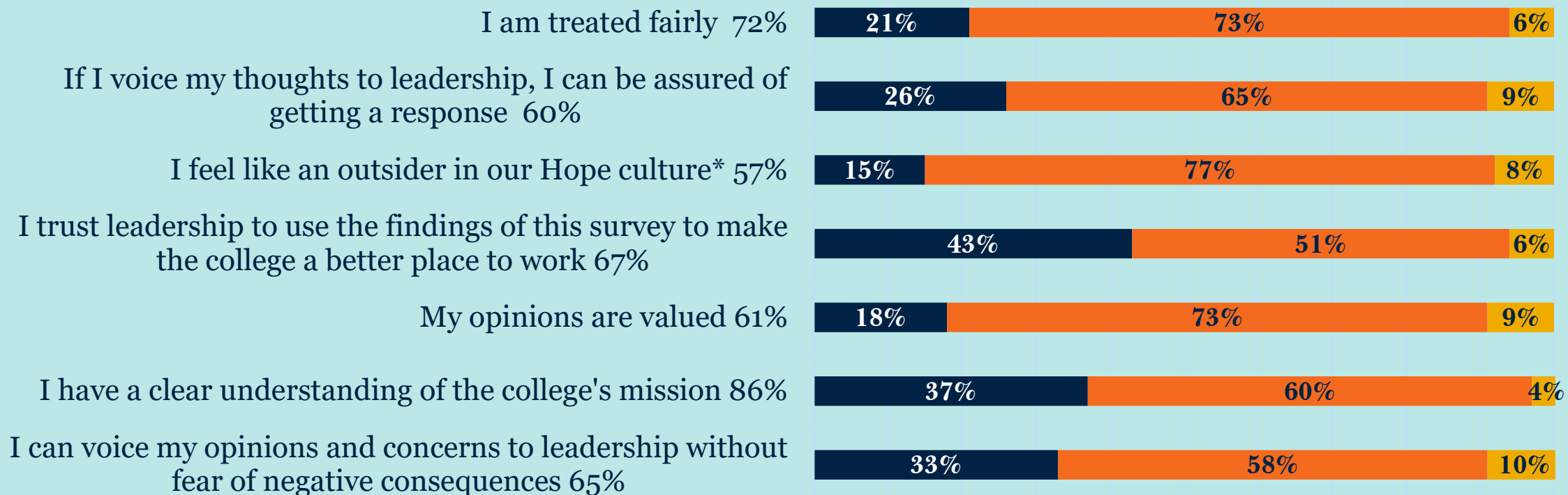
High-Level Findings from 2015-2021

- 10 of 14 item scores increased from 2015 to 2021
- In each of the 18 items from 2019 & 2021, 89% or more of respondents indicated we are moving in the right direction or we've remained the same
- From 2015-2021, staff & faculty understanding of and working to achieve the college's mission consistently scored high for all constituent and identity groups
- While most overall item scores improved from 2015-2019, results point to marked differences in the experiences of Hope constituent and identity groups

Individual Experiences & Perceptions 2021

Percentage indicating "Almost always true" and "Often true" in 2021

Direction from 2019-2021



■ Moving in the right direction ■ About the same ■ Worse



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* Percentage reflects respondents selecting "Almost always untrue" and "often untrue"

Assessment of Leadership 2021

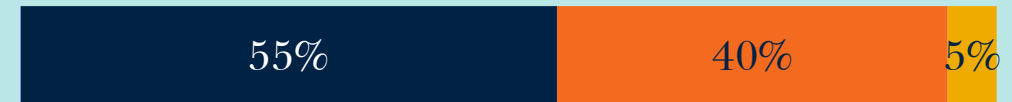
Percentage indicating "Almost always true" and "Often true" in 2021

Leadership acts in the best interest of employees when making decisions 56%

Leadership demonstrates its commitment to creating a diverse and inclusive workplace 64%

Leadership demonstrates sensitivity and understanding in their interactions with people of different races, ethnicities and cultures 66%

Direction from 2019-2021



■ Moving in the right direction

■ About the same

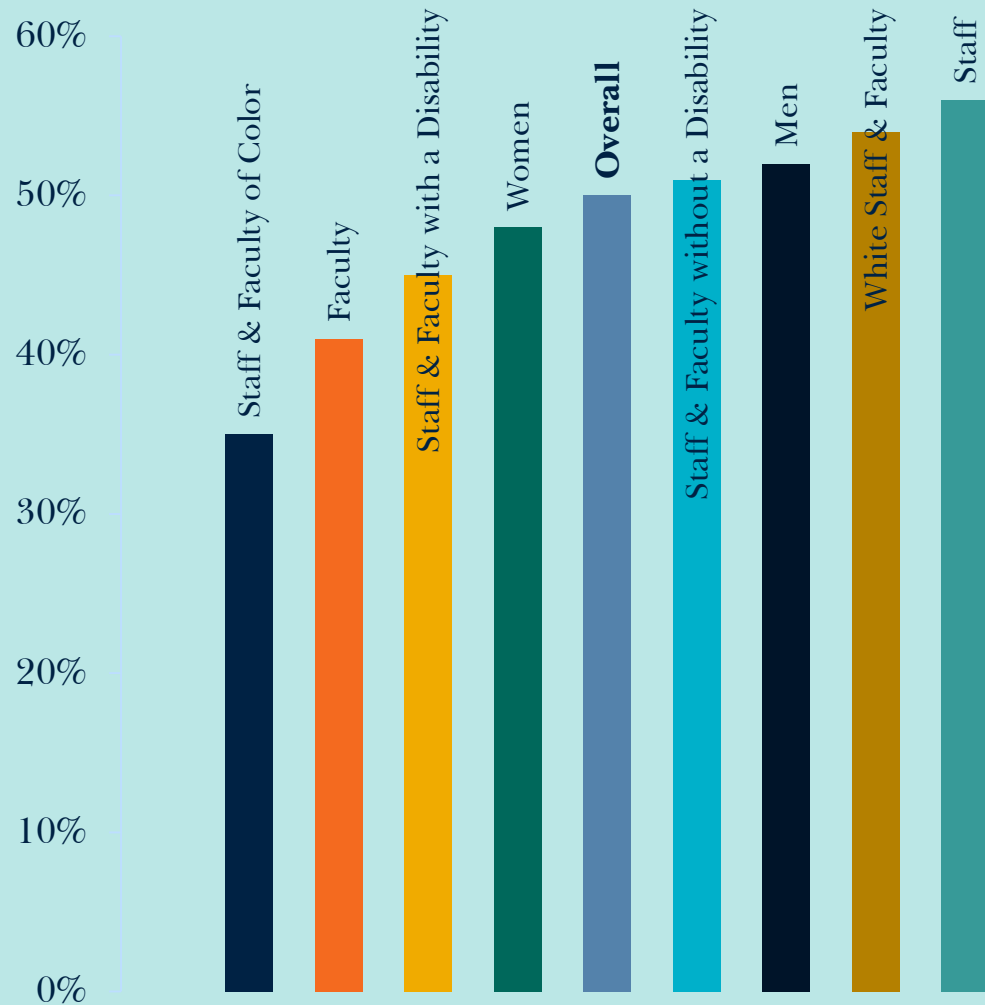
■ Worse



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Organizational Values



1. Our actions demonstrate that we value diversity

50% of all 2021 respondents indicated this is “Almost always true” and “Often true”

-5% change in item score from 2015-2021

Scored lowest in 2021 by Staff & Faculty of Color (35%)

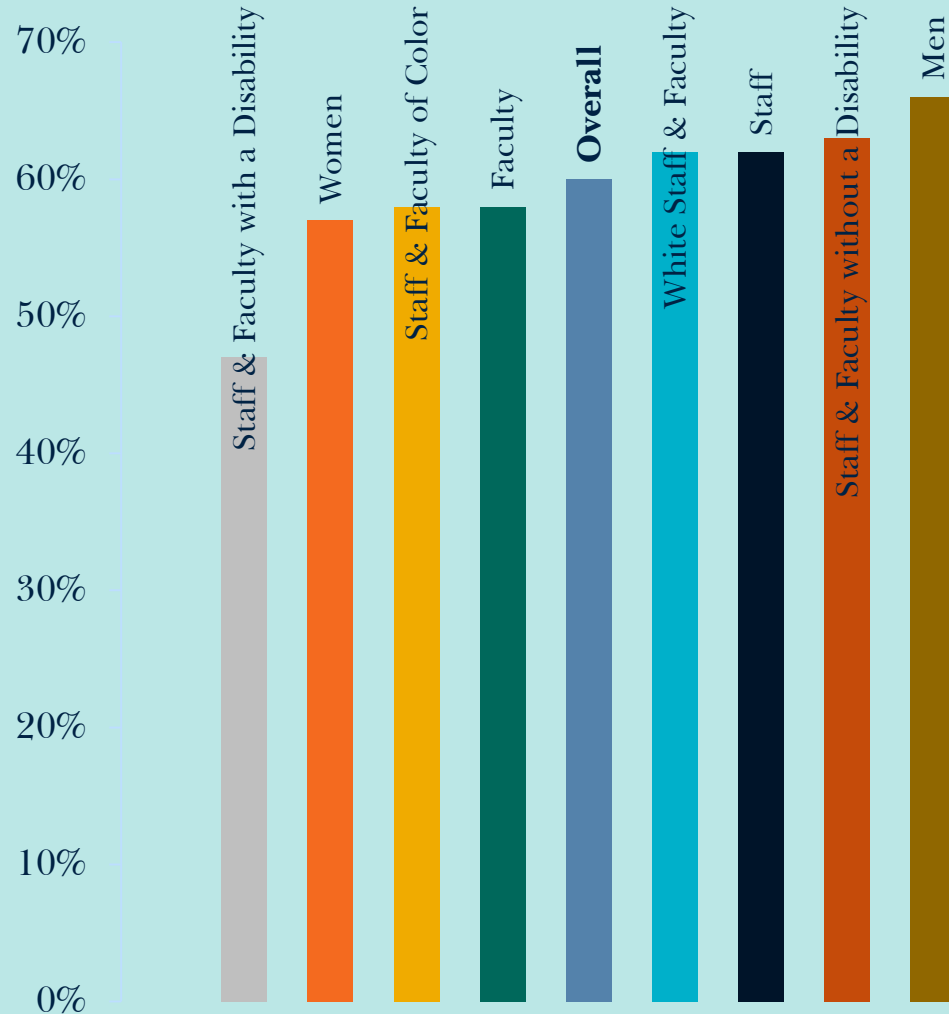
Scored highest in 2021 by Staff (56%)



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Organizational Values



2. We respect and value differing Christian theological perspectives and denominational traditions

60% of all 2021 respondents indicated this is “Almost always true” and “Often true”

-0% change in item score from 2015-2021

Scored lowest in 2021 by Staff & Faculty with a Disability or Chronic Condition (47%)

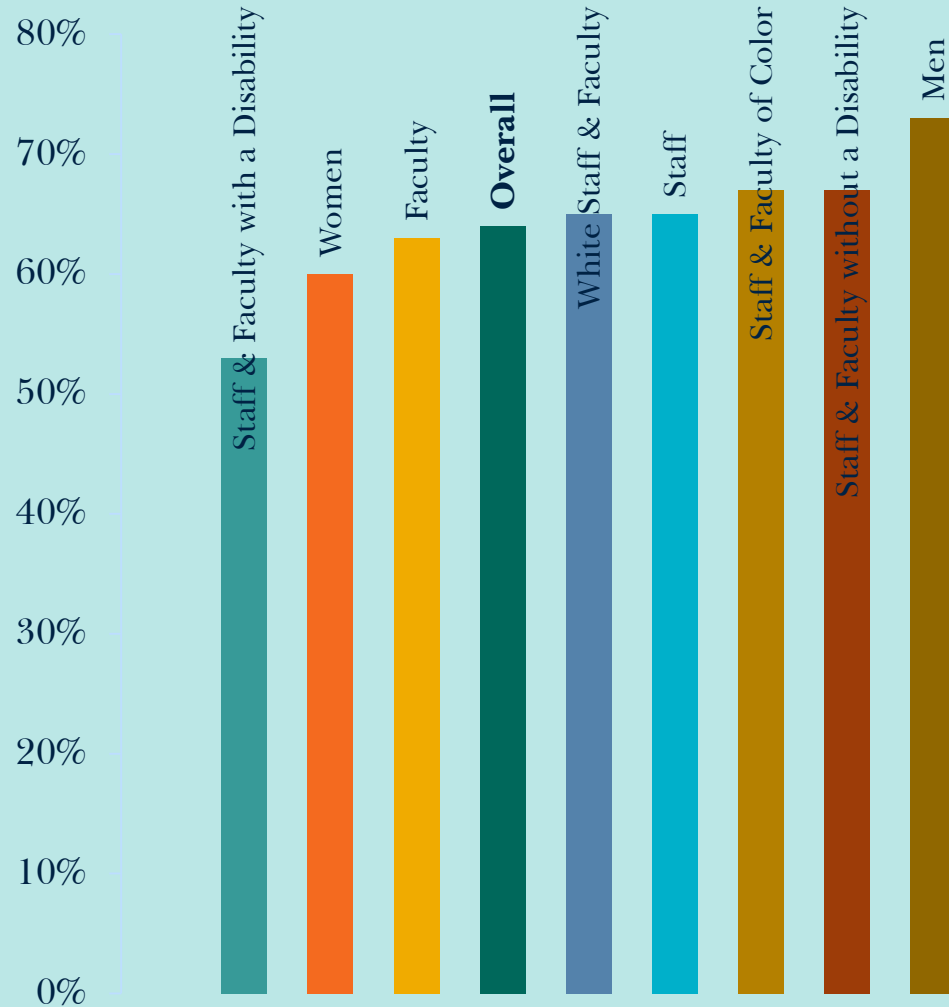
Scored highest in 2021 by Men (66%)



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Organizational Values



3. People with varied physical, cognitive and emotional abilities are treated fairly here

64% of all 2021 respondents indicated this is “Almost always true” and “Often true”

-10% change in item score from 2015-2021

Scored lowest in 2021 by Staff & Faculty with a Disability or Chronic Condition (53%)

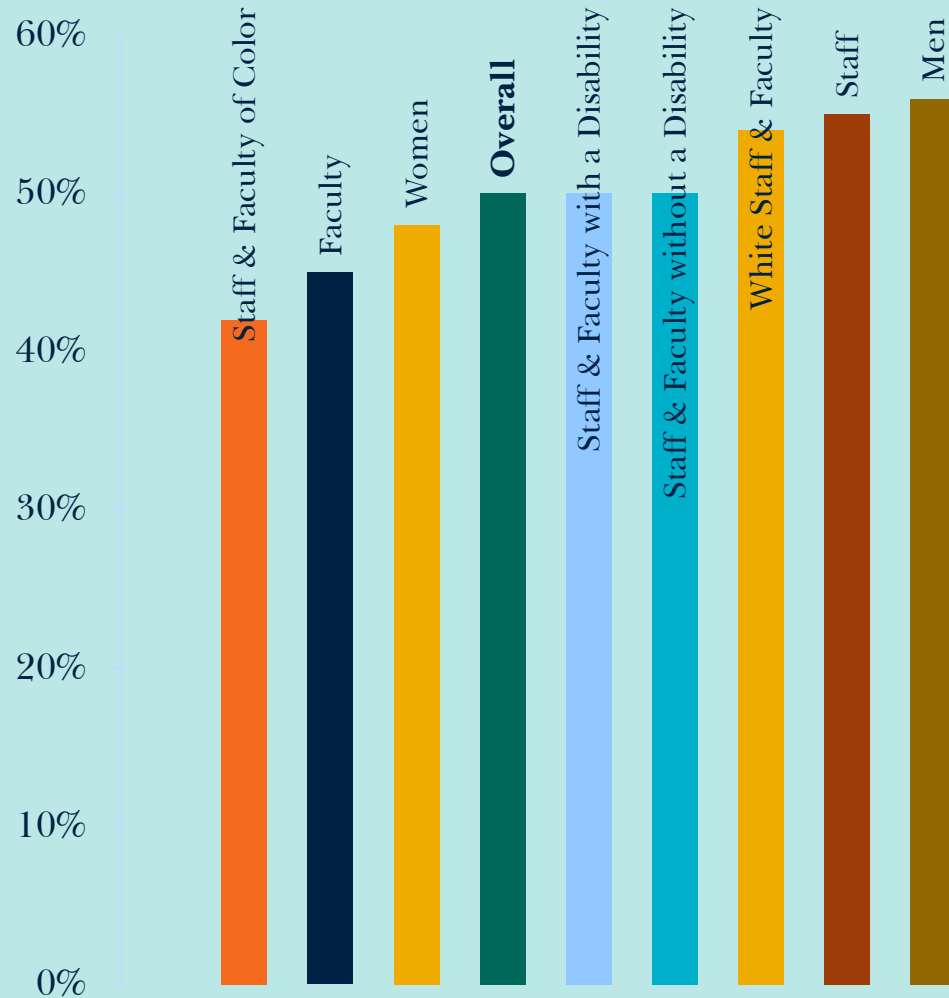
Scored highest in 2021 by Men (73%)



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4. We demonstrate sensitivity and understanding in our interactions with people with different worldviews

50% of all 2021 respondents indicated this is “Almost always true” and “Often true”

-0% change in item score from 2015-2021

Scored lowest in 2021 by Staff & Faculty of color (42%)

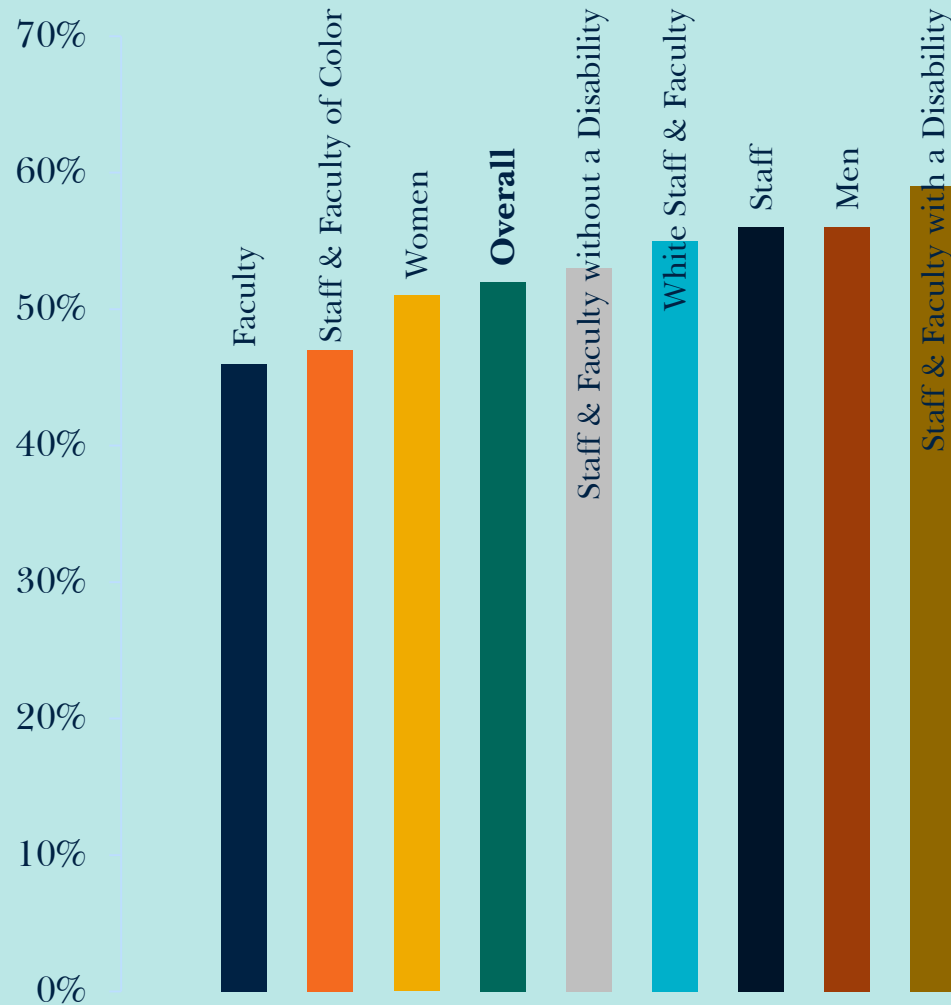
Scored highest in 2021 by Men (56%)



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Organizational Values



5. We value discourse dialogue about issues on which opinions differ

52% of all 2021 respondents indicated this is “Almost always true” and “Often true”

+5% change in item score from 2015-2021

Scored lowest in 2021 Faculty (46%)

Scored highest in 2021 by Staff & Faculty with a Disability (59%)

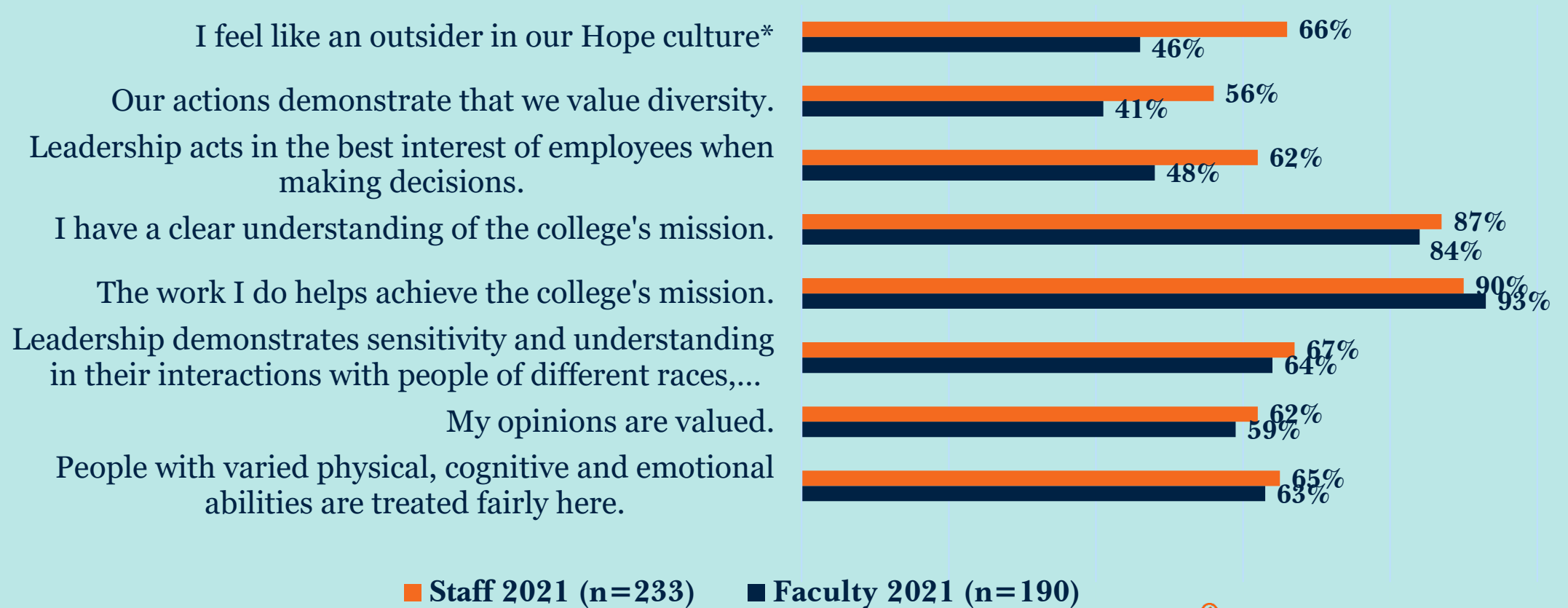


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Consistency of Experience: Staff and Faculty

(Percentage of respondents indicating “Almost always true” and “Often true”)



* **Reverse Scale:** Percentage reflects respondents selecting "Almost always untrue" and "often untrue"



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Consistency of Experience: Staff and Faculty of Color and White Staff and Faculty

(Percentage of respondents indicating “Almost always true” and “Often true”)



■ Staff and Faculty of Color 2021

■ White Staff and Faculty 2021



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Consistency of Experience: Persons with and without Disability or Chronic Condition

(Percentage of respondents indicating “Almost always true” and “often true”)



■ With Disability/Chronic Condition 2021 (n=33)

■ Without Disability/Chronic Condition (n=349)



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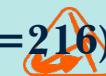
Consistency of Experience: Women and Men

(Percentage of respondents indicating “Almost always true” and “often true”)



■ Male/Man Staff 2021 (n=169)

■ Female/Women Staff 2021 (n=216)



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Opportunities for Organizational Improvement

Our actions demonstrate that we value diversity



We respect and value differing Christian theological perspectives and denominational traditions

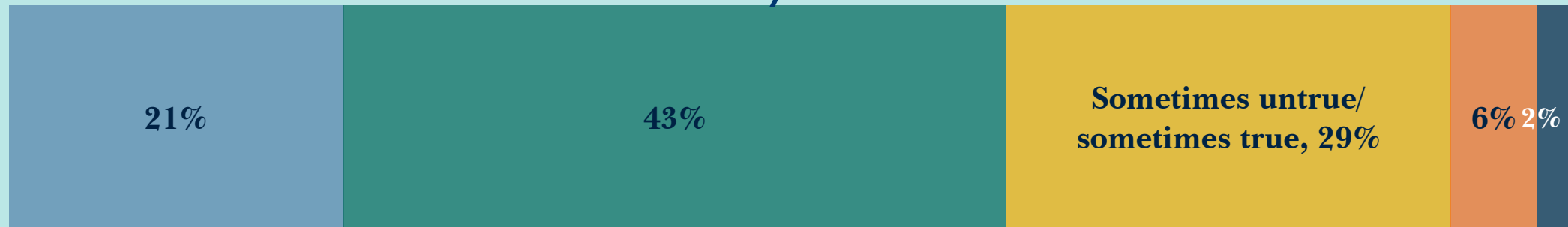


Opportunities for Organizational Improvement

We value discourse and dialogue about issues on which opinions differ

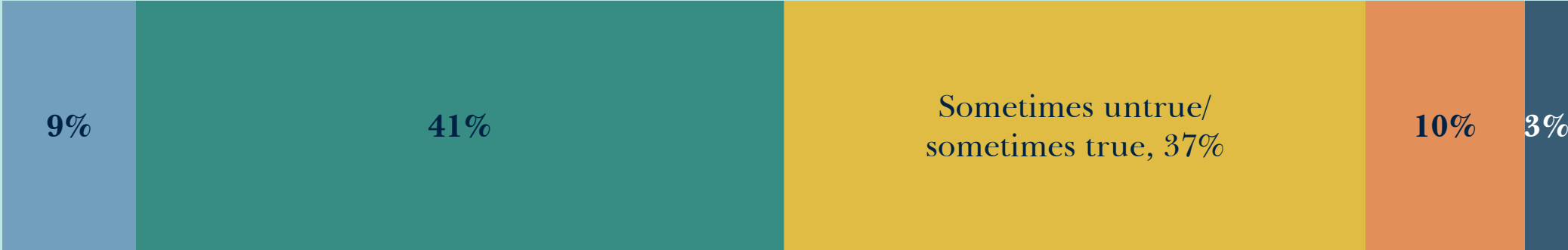


People with varied physical, cognitive and emotional abilities are treated fairly here



Opportunities for Organizational Improvement

We demonstrate sensitivity and understanding in our interactions with people with different worldviews



Contact Information & Resources

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Campus Climate Data: <https://hope.edu/offices/frost-research-center/institutional-research/campus-climate-data/>

Inclusive Excellence: <https://hope.edu/inclusive/>

Culture and Inclusion: <https://hope.edu/offices/culture-inclusion/>

hope.edu/data

Discussion, conversation, questions

- Who at Hope College (positions or departments) would benefit from the information shared today?
- Thinking about your own work at Hope, how might you use what you've learned today?
- How might data from this biannual survey continuously inform decisions?