Working At Iowa Survey
University College Organizational Report
November 2018

Introduction

The Working At Iowa (WAI) survey supports productivity and retention of University faculty and staff. Survey responses provide an understanding of the strengths of your work culture, and identify opportunities to support your organizational mission and strategic goals.

Engagement Index

New in this report is a measure of engagement, provided by Eean Crawford, a faculty member in the Tippie College of Business. The correlation of WAI survey items with the measure of engagement provides additional insight on what factors are most effective in creating engagement for the faculty and/or staff in your organization. This measure of engagement also makes it easier to utilize the Working at Iowa results with other sources of information specific to your organization.

The format of the remaining sections of this report are unchanged from 2016.

Survey Respondents and Participation Rates

Survey respondents are summarized by employee category and percent participation of the eligible population. All response information is reported as percentages to protect the confidentiality of respondents. Similarly, where there are fewer than ten (10) responses in any report category, no data is provided in order to protect the confidentiality of respondents.

Survey Results

The Trended Comparison section of this report displays your combined 2018 college or division results with those from 2014 and 2016. Shading and color are used to illustrate the survey responses across the six options (strongly agree, agree, slightly agree, slightly disagree, disagree, and strongly disagree). The survey data are a snapshot taken at a point in time. In comparing to past years, it does not represent the change within a constant cohort of respondents.

The Job Classification by Year - Percent Agrees section provides the total of all "agree" responses for 2014, 2016 and 2018 by each of the employee categories within your college/division: faculty (all regular), professional and scientific (including SEIU), and merit staff (all, including supervisory, confidential and AFSCME) in both chart and graphic formats. The 2018 University wide data are also displayed on the graphs as a reference point.

Finally, a snapshot analysis of 2018 data only by response and job classification is also provided.

Resources

The Senior Human Resource Leader in your organization is available to support the communication and use of survey results, drawing upon the support of University Human Resources as needed. Just in time resources and contact information are available on the Working at Iowa - Survey 2018 website: http://hr.uiowa.edu/working.

Acknowledgements

University Human Resources wishes to acknowledge the essential contributions to this report by Eean R. Crawford of the Tippie College of Business and the Center for Public Health Statistics in the College of Public Health. The leadership of Dr. Jacob J. Oleson and the work of Jacob Clark in the design and production of the 2018 survey reports have been extremely valuable to the success of the Working at Iowa initiative.

Contents

Demographics for Survey Respondents

Distribution of Survey Respondents and Participation by Job Classification

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
All Jobs	74	100.0	58	100.0	78.4
Total	74	100.0	58	100.0	78.4

Distribution of Survey Respondents and Participation by Age Range

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
<41	27	36.5	22	37.9	81.5
41-50	15	20.3	11	19.0	73.3
51-60	20	27.0	15	25.9	75.0
61+	12	16.2	10	17.2	83.3

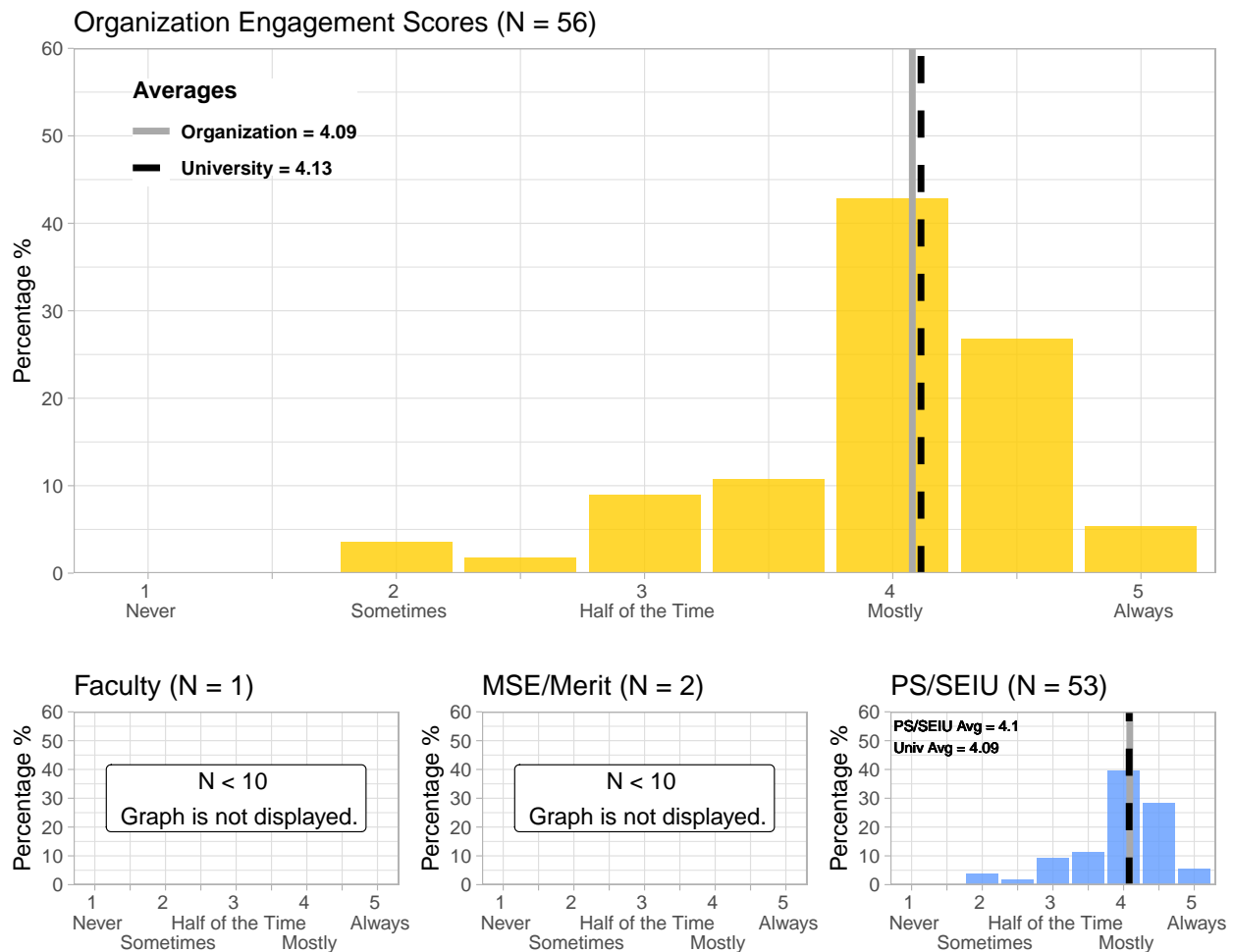Distribution of Survey Respondents and Participation by Gender

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Female	49	66.2	40	69.0	81.6
Male	25	33.8	18	31.0	72.0

Engagement Score Result

Engagement behaviors show how personally connected people are to their jobs in terms of giving their full effort, paying close attention to their work, and emotionally caring about what they do.[1] The Working at Iowa (WAI) Survey supports the engagement and productivity of University faculty and staff. To measure engagement, a validated scale[2] was used that asks how much an individual focuses their physical, mental and emotional energy at work according to these WAI statements:

Physical Engagement	Mental Engagement	Emotional Engagement
I work with high energy.	I give my full attention to my job.	I put my emotions into what I do.
I exert my full effort.	I concentrate completely.	I am emotionally connected.
I devote a lot of my energy.	My mind is focused on the work that I do.	I put my feelings into my work.

The charts below display average engagement scores based upon these survey items.

Organization Engagement Scores (N = 56)

Averages
- Organization = 4.09
- University = 4.13

Faculty (N = 1)

N < 10
Graph is not displayed.

MSE/Merit (N = 2)

N < 10
Graph is not displayed.

PS/SEIU (N = 53)

PS/SEIU Avg = 4.1
Univ Avg = 4.09

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[1]Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33, 692-724.

[2]Crawford, E.R., LePine, J.A., & Buckman, B.R. (2013). Job engagement scale short form items adapted from Rich, B.L., LePine, J.A., & Crawford, E.R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 53, 617-635.

Engagement and Working at Iowa

To understand how the surveyed Working at Iowa (WAI) statements are related to engagement behaviors, correlation measures were computed between your organization's engagement scores and WAI statement scores. Correlation indicates how closely two measures are related, with scores near or away from zero showing weaker or stronger linear association, respectively.

In studies of employee attitudes and behaviors, what correlations might we expect? A team of researchers[3] studied nearly 150,000 correlations published in the field of organizational psychology over the last 30 years to answer that question. Their benchmark findings are that measures of attitudes and behavior that are strongly related at approximately 0.30, moderately related at approximately 0.20, and weakly related are correlated at approximately 0.10.

To help focus your efforts based on this benchmark, the following table displays the WAI statements and how they correlate with the engagement score, sorted from highest to lowest correlation. The following steps provide a viable way to interpret the table information:

1. **Correlation** - Look for a WAI statement that is correlated with engagement.

2. **Means** - Identify whether there is a high (green) or low (red) relative mean among your items. With respect to highly correlated values, statements with a high mean are areas of strength to maintain, whereas areas with a low mean are areas of opportunity for improvement.

3. **Decide** - Decide which areas are most important for your organization to act upon. WAI statements with stronger correlations are expected to have more impact (positive or negative) on engagement.

Correlations of WAI Statements and Engagement

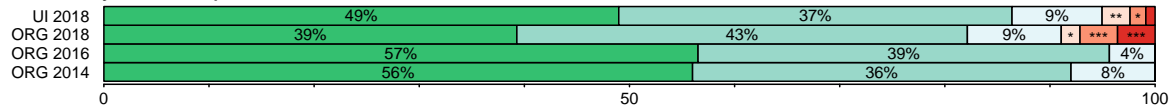| Item	Statement	Correlation	ORG Mean	UI Mean
15	I say great things about working in my unit	0.42	5.12	4.81
14	Supportive environment for diversity	0.39	5.16	4.93
3	My supervisor's feedback is helpful	0.36	4.48	4.64
12	My supervisor is open to hearing concerns	0.31	5.02	4.77
4	My supervisor acknowledges my good work	0.28	5.04	4.73
7	My unit goals are clear	0.28	4.54	4.84
2	I receive work feedback regularly	0.28	4.29	4.49
6	My supervisor treats me with respect	0.24	5.39	5.19
11	Constructive management of work conflicts	0.24	4.45	4.47
13	Civil and respectful coworkers	0.23	5.38	4.88
19	The UI treats faculty/staff with respect	0.22	4.73	4.56
18	UI recognizes accomplishments of faculty/staff	0.21	4.23	4.22
20	Promotion opportunities at UI	0.18	4.07	4.22
8	My unit focuses on excellent service	0.15	5.54	5.22
1	I know my work expectations	0.14	5.05	5.27
9	My unit distributes workloads fairly	0.14	4.07	4.28
5	My professional development is encouraged	0.11	5.07	4.64
17	Recommend UI to friend seeking employment	0.11	4.96	4.93
16	Understand how job fits overall mission of UI	-0.06	4.91	5.13
10	My unit supports work and personal life	-0.10	4.98	4.62

ORG Means Scale

4.07　　　4.60　　　5.05　　　5.54
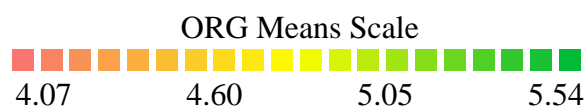
[3]Bosco, F.A., Aguinis, H., Singh, K., Field, J.G., & Pierce, C.A. (2015). Correlational effect size benchmarks. Journal of Applied Psychology, 100, 431-449.
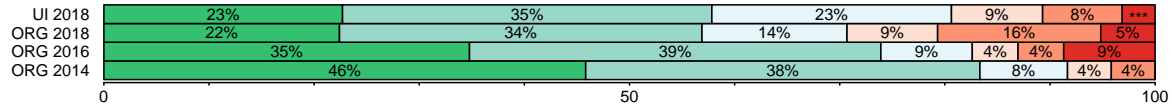
Survey Analysis - Trended Comparison 2014 - 2018

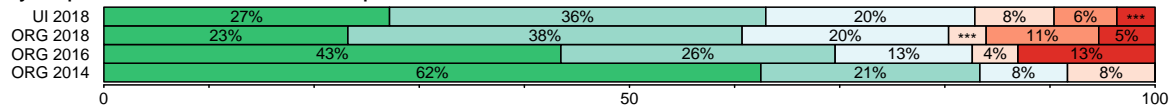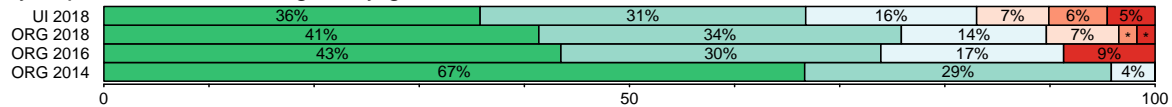| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

Q1: I know my work expectations

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	49%	37%	9%	**	*	
ORG 2018	39%	43%	9%	*	***	***
ORG 2016	57%	39%	4%			
ORG 2014	56%	36%	8%			

Q2: I receive work feedback regularly

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	23%	35%	23%	9%	8%	***
ORG 2018	22%	34%	14%	9%	16%	5%
ORG 2016	35%	39%	9%	4%	4%	9%
ORG 2014	46%	38%	8%	4%	4%	

Q3: My supervisor's feedback is helpful

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	27%	36%	20%	8%	6%	***
ORG 2018	23%	38%	20%	***	11%	5%
ORG 2016	43%	26%	13%	4%	13%	
ORG 2014	62%	21%	8%	8%		

Q4: My supervisor acknowledges my good work

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	36%	31%	16%	7%	6%	5%
ORG 2018	41%	34%	14%	7%	*	*
ORG 2016	43%	30%	17%	9%		
ORG 2014	67%	29%	4%			

Q5: My professional development is encouraged

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	31%	32%	18%	8%	7%	5%
ORG 2018	46%	25%	20%	***	5%	
ORG 2016	61%	26%	4%	9%		
ORG 2014	83%	12%	4%			

Q6: My supervisor treats me with respect

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	53%	29%	9%	***	**	**
ORG 2018	60%	28%	7%	*	*	*
ORG 2016	65%	22%	9%	4%		
ORG 2014	92%	4%	4%			

Q7: My unit goals are clear

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	29%	42%	16%	6%	4%	**
ORG 2018	23%	40%	16%	7%	9%	5%
ORG 2016	35%	26%	17%	13%	4%	4%
ORG 2014	40%	36%	12%	12%		

Q8: My unit focuses on excellent service

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	48%	35%	10%	***	**	*
ORG 2018	69%	17%	12%	*		
ORG 2016	57%	30%	13%			
ORG 2014	84%	16%				

Q9: My unit distributes workloads fairly

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	19%	33%	20%	12%	9%	7%
ORG 2018	16%	24%	29%	11%	9%	11%
ORG 2016	23%	27%	23%	14%	14%	
ORG 2014	42%	21%	21%	17%		

Q10: My unit supports work and personal life

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	28%	35%	18%	8%	6%	5%
ORG 2018	42%	33%	14%	***	***	***
ORG 2016	41%	36%	9%	9%	5%	
ORG 2014	60%	24%	8%	8%		

Response proportions less than 4% are displayed by asterisks with:

***=3%-4%, **=2%-3%, *=1%-2%, ”=<1%

Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree

Q11: Constructive management of work conflicts

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	21%	36%	19%	10%	7%	6%
ORG 2018	25%	29%	21%	12%	***	9%
ORG 2016	27%	18%	14%	14%	14%	14%
ORG 2014	50%	21%	17%	4%	8%	

Q12: My supervisor is open to hearing concerns

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	37%	33%	14%	7%	5%	5%
ORG 2018	43%	24%	22%	9%	*	
ORG 2016	48%	30%	4%	9%	9%	
ORG 2014	60%	28%	8%	4%		

Q13: Civil and respectful coworkers

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	35%	37%	16%	6%	***	**
ORG 2018	50%	40%	9%	*		
ORG 2016	30%	39%	13%	13%	4%	
ORG 2014	62%	33%	4%			

Q14: Supportive environment for diversity

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	34%	40%	14%	5%	***	***
ORG 2018	47%	32%	9%	6%	***	*
ORG 2016	32%	36%	9%	5%	14%	5%
ORG 2014	52%	26%	13%	9%		

Q15: I say great things about working in my unit

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	33%	36%	17%	6%	5%	***
ORG 2018	42%	40%	9%	***	5%	
ORG 2016	43%	30%	17%	4%	4%	
ORG 2014	60%	40%				

Q16: Understand how job fits overall mission of UI

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	38%	45%	11%	**	*	*
ORG 2018	28%	57%	9%	7%		
ORG 2016	43%	43%	13%			
ORG 2014	68%	32%				

Q17: Recommend UI to friend seeking employment

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	38%	37%	14%	5%	***	**
ORG 2018	40%	40%	7%	***	***	5%
ORG 2016	39%	48%	9%	4%		
ORG 2014	80%	12%	4%	4%		

Q18: UI recognizes accomplishments of faculty and staff

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	17%	31%	26%	12%	8%	6%
ORG 2018	19%	28%	21%	14%	12%	5%
ORG 2016	23%	32%	36%	9%		
ORG 2014	33%	38%	25%	4%		

Q19: UI treats faculty and staff with respect

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	22%	40%	21%	8%	5%	***
ORG 2018	23%	46%	16%	9%	***	***
ORG 2016	23%	55%	18%	5%		
ORG 2014	38%	42%	21%			

Q20: There are opportunities for promotion at UI

|	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
UI 2018	17%	31%	24%	12%	8%	7%
ORG 2018	12%	30%	28%	12%	9%	9%
ORG 2016	9%	36%	41%	14%		
ORG 2014	32%	32%	28%	8%		

Response proportions less than 4% are displayed by asterisks with:

***=3%-4%, **=2%-3%, *=1%-2%, ”=<1%

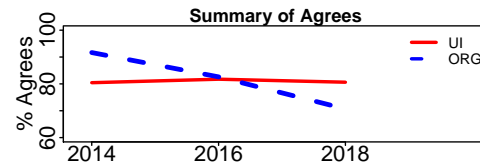# Job Classification by Year - Percent Agrees Trended Comparisons

Q1: I know my work expectations

	ORG	UI
2018	91%	95%
2016	100%	95%
2014	100%	95%
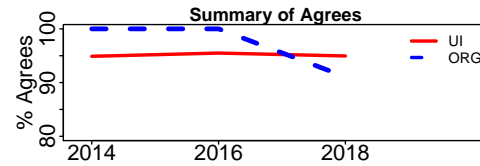
Q2: I receive work feedback regularly

	ORG	UI
2018	71%	81%
2016	83%	82%
2014	92%	80%

Q3: My supervisor's feedback is helpful

	ORG	UI
2018	80%	83%
2016	83%	83%
2014	92%	82%
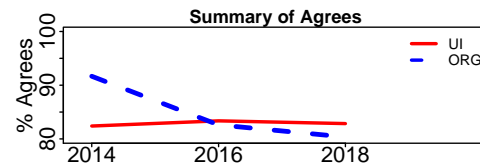
Q4: My supervisor acknowledges my good work

	ORG	UI
2018	90%	83%
2016	91%	84%
2014	100%	83%
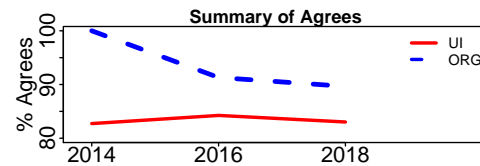
Q5: My professional development is encouraged

	ORG	UI
2018	91%	81%
2016	91%	82%
2014	100%	81%

<70   80   90   100
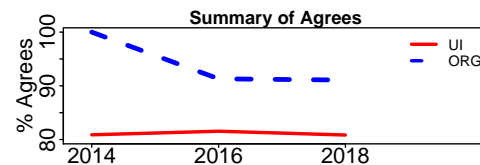
Q6: My supervisor treats me with respect

	ORG	UI
2018	95%	91%
2016	87%	91%
2014	100%	90%
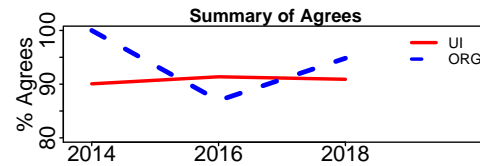
Q7: My unit goals are clear

	ORG	UI
2018	79%	88%
2016	78%	88%
2014	88%	87%
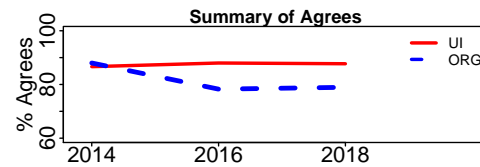
Q8: My unit focuses on excellent service

	ORG	UI
2018	98%	93%
2016	100%	93%
2014	100%	93%
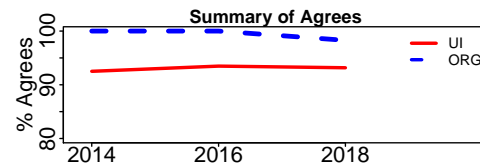
Q9: My unit distributes workloads fairly

	ORG	UI
2018	69%	72%
2016	73%	74%
2014	83%	73%
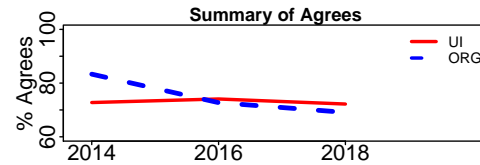
Q10: My unit supports work and personal life

	ORG	UI
2018	89%	80%
2016	86%	81%
2014	92%	79%

<70   80   90   100
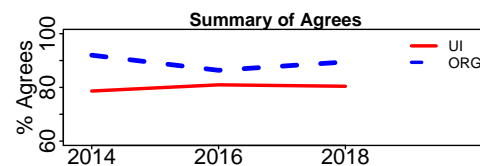
Q11: Constructive management of work conflicts

	ORG	UI
2018	75%	76%
2016	59%	77%
2014	88%	75%

Summary of Agrees
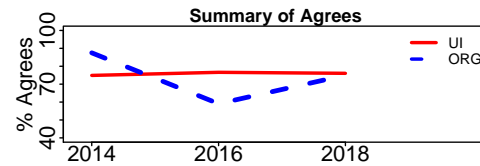
Q12: My supervisor is open to hearing concerns

	ORG	UI
2018	90%	83%
2016	83%	83%
2014	96%	82%

Summary of Agrees
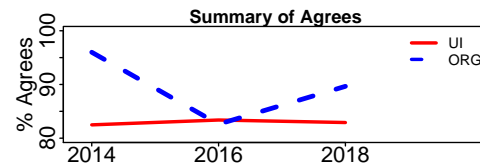
Q13: Civil and respectful coworkers

	ORG	UI
2018	98%	88%
2016	83%	88%
2014	100%	86%

Summary of Agrees
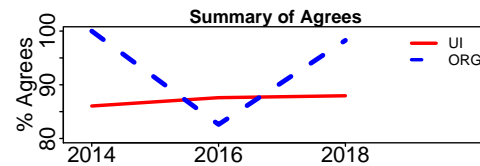
Q14: Supportive environment for diversity

	ORG	UI
2018	89%	88%
2016	77%	89%
2014	91%	89%

Summary of Agrees
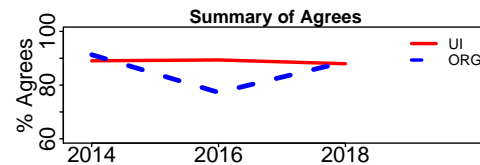
Q15: I say great things about working in my unit

	ORG	UI
2018	91%	86%
2016	91%	87%
2014	100%	85%

Summary of Agrees

<70   80   90   100
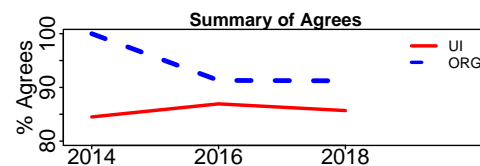
Q16: Understand how job fits overall mission of UI

	ORG	UI
2018	93%	94%
2016	100%	95%
2014	100%	95%
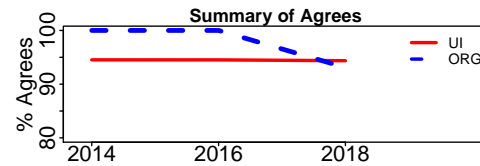
Q17: Recommend UI to friend seeking employment

	ORG	UI
2018	88%	89%
2016	96%	92%
2014	96%	92%
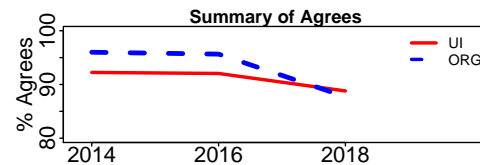
Q18: UI recognizes accomplishments of faculty and staff

	ORG	UI
2018	68%	74%
2016	91%	77%
2014	96%	77%
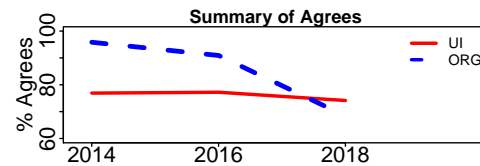
Q19: UI treats faculty and staff with respect

	ORG	UI
2018	84%	83%
2016	95%	85%
2014	100%	84%
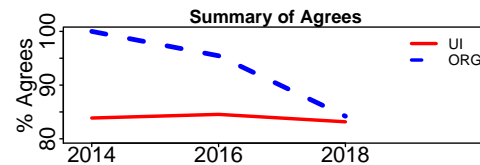
Q20: There are opportunities for promotion at UI

	ORG	UI
2018	70%	73%
2016	86%	78%
2014	92%	76%

<70   80   90   100
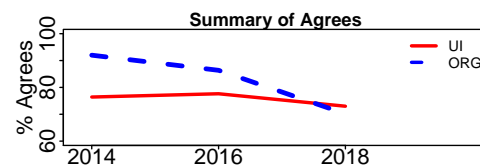
Survey Analysis - Snapshot Results for 2018 by Job Category

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

Q1: I know my work expectations

UI: 49% | 37% | 9% | ** | *
ORG: 39% | 43% | 9% | * | *** | ***

Q2: I receive work feedback regularly

UI: 23% | 35% | 23% | 9% | 8% | ***
ORG: 22% | 34% | 14% | 9% | 16% | 5%

Q3: My supervisor's feedback is helpful

UI: 27% | 36% | 20% | 8% | 6% | ***
ORG: 23% | 38% | 20% | *** | 11% | 5%

Q4: My supervisor acknowledges my good work

UI: 36% | 31% | 16% | 7% | 6% | 5%
ORG: 41% | 34% | 14% | 7% | * | *

Q5: My professional development is encouraged

UI: 31% | 32% | 18% | 8% | 7% | 5%
ORG: 46% | 25% | 20% | *** | 5%

Response proportions less than 4% are displayed by asterisks with:

***=3%-4%, **=2%-3%, *=1%-2%, ”=<1%

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

Q6: My supervisor treats me with respect

UI: 53% | 29% | 9% | *** | ** | **
ORG: 60% | 28% | 7% | * | * | *

Q7: My unit goals are clear

UI: 29% | 42% | 16% | 6% | 4% | **
ORG: 23% | 40% | 16% | 7% | 9% | 5%

Q8: My unit focuses on excellent service

UI: 48% | 35% | 10% | *** | ** | *
ORG: 69% | 17% | 12% | *

Q9: My unit distributes workloads fairly

UI: 19% | 33% | 20% | 12% | 9% | 7%
ORG: 16% | 24% | 29% | 11% | 9% | 11%

Q10: My unit supports work and personal life

UI: 28% | 35% | 18% | 8% | 6% | 5%
ORG: 42% | 33% | 14% | *** | *** | ***

Response proportions less than 4% are displayed by asterisks with:

***=3%-4%, **=2%-3%, *=1%-2%, "=<1%

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

Q11: Constructive management of work conflicts

UI: 21% | 36% | 19% | 10% | 7% | 6%
ORG: 25% | 29% | 21% | 12% | *** | 9%

0 · 50 · 100

Q12: My supervisor is open to hearing concerns

UI: 37% | 33% | 14% | 7% | 5% | 5%
ORG: 43% | 24% | 22% | 9% | *

0 · 50 · 100

Q13: Civil and respectful coworkers

UI: 35% | 37% | 16% | 6% | *** | **
ORG: 50% | 40% | 9% | *

0 · 50 · 100

Q14: Supportive environment for diversity

UI: 34% | 40% | 14% | 5% | *** | ***
ORG: 47% | 32% | 9% | 6% | *** | *

0 · 50 · 100

Q15: I say great things about working in my unit

UI: 33% | 36% | 17% | 6% | 5% | ***
ORG: 42% | 40% | 9% | *** | 5%

0 · 50 · 100

Response proportions less than 4% are displayed by asterisks with:

***=3%-4%, **=2%-3%, *=1%-2%, ”=<1%

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

Q16: Understand how job fits overall mission of UI

UI: Strongly Agree 38%, Agree 45%, Slightly Agree 11%, ** * *
ORG: Strongly Agree 28%, Agree 57%, Slightly Agree 9%, Strongly Disagree 7%

Q17: Recommend UI to friend seeking employment

UI: Strongly Agree 38%, Agree 37%, Slightly Agree 14%, Slightly Disagree 5%, *** **
ORG: Strongly Agree 40%, Agree 40%, Slightly Agree 7%, *** ***, 5%

Q18: UI recognizes accomplishments of faculty and staff

UI: Strongly Agree 17%, Agree 31%, Slightly Agree 26%, Slightly Disagree 12%, Disagree 8%, Strongly Disagree 6%
ORG: Strongly Agree 19%, Agree 28%, Slightly Agree 21%, Slightly Disagree 14%, Disagree 12%, Strongly Disagree 5%

Q19: UI treats faculty and staff with respect

UI: Strongly Agree 22%, Agree 40%, Slightly Agree 21%, Disagree 8%, 5%, ***
ORG: Strongly Agree 23%, Agree 46%, Slightly Agree 16%, Disagree 9%, *** ***

Q20: There are opportunities for promotion at UI

UI: Strongly Agree 17%, Agree 31%, Slightly Agree 24%, Slightly Disagree 12%, Disagree 8%, Strongly Disagree 7%
ORG: Strongly Agree 12%, Agree 30%, Slightly Agree 28%, Slightly Disagree 12%, Disagree 9%, Strongly Disagree 9%

Response proportions less than 4% are displayed by asterisks with:

***=3%-4%, **=2%-3%, *=1%-2%, "=<1%

Technical Notes

1. Each of the bar charts display the percentages of responses at each level of the Likert scale and are color-coded as follows:

    (a) Strongly Disagree - Dark Red (Burgundy)

    (b) Disagree - Red

    (c) Slightly Disagree - Pink

    (d) Slightly Agree - Pale Green

    (e) Agree - Green

    (f) Strongly Agree - Dark Green

2. Each survey item must have ten (10) respondents for percentage data to be displayed. Survey items with fewer than ten respondents do not have data displayed, but those respondents are included in reports for larger units of which they are members.

3. Job category is based upon primary, regular appointments and grouped as faculty (all appointment types), Professional and Scientific (including those represented by SEIU) and Merit staff (including those represented by AFSCME, as well as supervisory and confidential staff).

4. If an Organizational Unit or Department has two job categories with nine or fewer respondents in each, those responses are combined with others to protect confidentiality in the 2018 results. The rules for combining job classifications are listed below. If the combined group still has fewer than 10 respondents, only the Organizational Unit or Department results are presented.

    (a) Faculty and Merit each have fewer than 10 - Combined both with PS/SEIU and provide only Organizational Unit or Departmental results.

    (b) PS/SEIU and Merit each have fewer than 10 - Combine as PS/SEIU/Merit.

    (c) Faculty and PS/SEIU each have fewer than 10 - Combine as Faculty/PS/SEIU.

5. If an Organizational Unit or Department has one job category with nine or fewer respondents, the following combined categories are reported in the 2016 Snapshot results.

    (a) Faculty has fewer than 10 - Combine with PS/SEIU as Faculty/PS/SEIU

    (b) PS/SEIU has fewer than 10 - Combine with Merit as PS/SEIU/Merit

    (c) Merit has fewer than 10 - Combine with PS/SEIU as PS/SEIU/Merit

6. Age categories with less than 10 respondents are combined with nearby categories until all categories displayed have 10 or more.

7. If a Gender has less than 10 respondents, Female and Male categories are combined into Both Genders category.

8. The colors for the Job Classification by Year - Percent Agrees Trended Comparisons tables were chosen based on 2014 results. The proportion of Agrees (Strongly Agree, Agree, Slightly Agree) were calculated for all 20 survey items across all ORGs at the University. Tertiles (i.e., lower third, middle third, and upper third) were calculated within this distribution of Percent Agrees to help create regions that could be interpreted as upper third, middle third, and lower third. These tertiles from the 2014 data corresponded to proportions near 80% and 90%. For the tables, any percent agree less than 80% were shaded in red tones (lower third), any percent agrees between 80% and 90% were shaded in yellow tones (middle third), and any percent agrees greater than 90% were shaded in green tones (upper third).