



CALIFORNIA STATE UNIVERSITY  
**BAKERSFIELD**

# California State University, Bakersfield

Richard K. Boyer  
November 29, 2021

**ModernThink**

# Surveys as Strategic Tools

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- Mission/Vision/Values
- Strategic Planning
- Accreditation
- Board Mandate
- Leadership Transition
- Campus Climate Goals

*"It isn't that they  
can't see  
the solution.  
It's that they  
can't see  
the problem."*

- G. K. Chesterton

# Core Values

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## CORE VALUES

CSU Bakersfield places student success and academic excellence at the center of all we do. We are guided by a set of core values that shapes our work with students, with each other, and with the region we serve. These core values include the following commitments:

- Developing the intellectual and personal potential of every student
- Supporting the intellectual and professional development of all faculty and staff
- Nurturing a collegial campus environment that values innovation, learning, and the pluralism of persons and ideas
- Collaborating with one another with respect, trustworthiness, ethical behavior, and self-reflection
- Promoting active and informed engagement in shared governance of students, faculty, and staff
- Engaging with alumni and the community to achieve the vision, mission, and goals of the university
- Contributing to the growth and well-being of the region.

# Goal 2: Advance Faculty and Staff Success

## Goal 2 | Advance Faculty and Staff Success

### Strategy 1 - Support Faculty and Staff Recruitment, Retention, Promotion, and Engagement

- **Sub-Strategy 2.1.1** - Monitor diversity of workforce.
- **Sub-Strategy 2.1.2** - Ensure a comprehensive orientation process for faculty and staff.
- **Sub-Strategy 2.1.3** - Create and sustain a mentoring program for faculty and staff.
- **Sub-Strategy 2.1.4** - Support and expand affinity groups.
- **Sub-Strategy 2.1.5** - Expand current Faculty Teaching and Learning Center to be inclusive of staff.
- **Sub-Strategy 2.1.6** - Enhance pre and post award support for research and grants.
- **Sub-Strategy 2.1.7** - Hire, value and retain diverse faculty and staff.
- **Sub-Strategy 2.1.8** - Provide experiences that promote faculty teaching excellence, scholarships and service.
- **Sub-Strategy 2.1.9** - Identify and designate specific funds to be used for conference and travel grants to award faculty and staff.

### Strategy 2 – Monitor and Enhance Faculty and Staff Satisfaction

- **Sub-Strategy 2.2.1** - Deploy, *The Great Colleges to Work For* survey, a campus climate survey to gauge general perceptions of the campus.
- **Sub-Strategy 2.2.2** - Create a campus climate committee.
- **Sub-Strategy 2.2.3** - Conduct exit surveys of employees who voluntarily leave CSU Bakersfield.
- **Sub-Strategy 2.2.4** - Promote wellness programs that encourage and support physical and emotional well-being of faculty and staff.
- **Sub-Strategy 2.2.5** - Encourage and assist staff and faculty to participate in programs that support and lead to career fulfillment and advancement.

# Survey Overview

## Methodology

- Online survey administered:  
March 8 – March 29, 2021

## Response Rates

- Overall response rate: 35%  
(473/1362)

## Benchmarks

- 2021 Honor Roll
- 2021 Carnegie Classification

<b>69</b>	Survey statements on a 5-point agreement scale
Benefit Satisfaction Questions on a 5-point agreement scale	<b>20</b>
<b>2</b>	Open-ended Questions
Demographic Questions	<b>12</b>



# Response Guidelines

**Response Options:** *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Not Applicable*

## Positive Responses

*Strongly Agree, Agree*

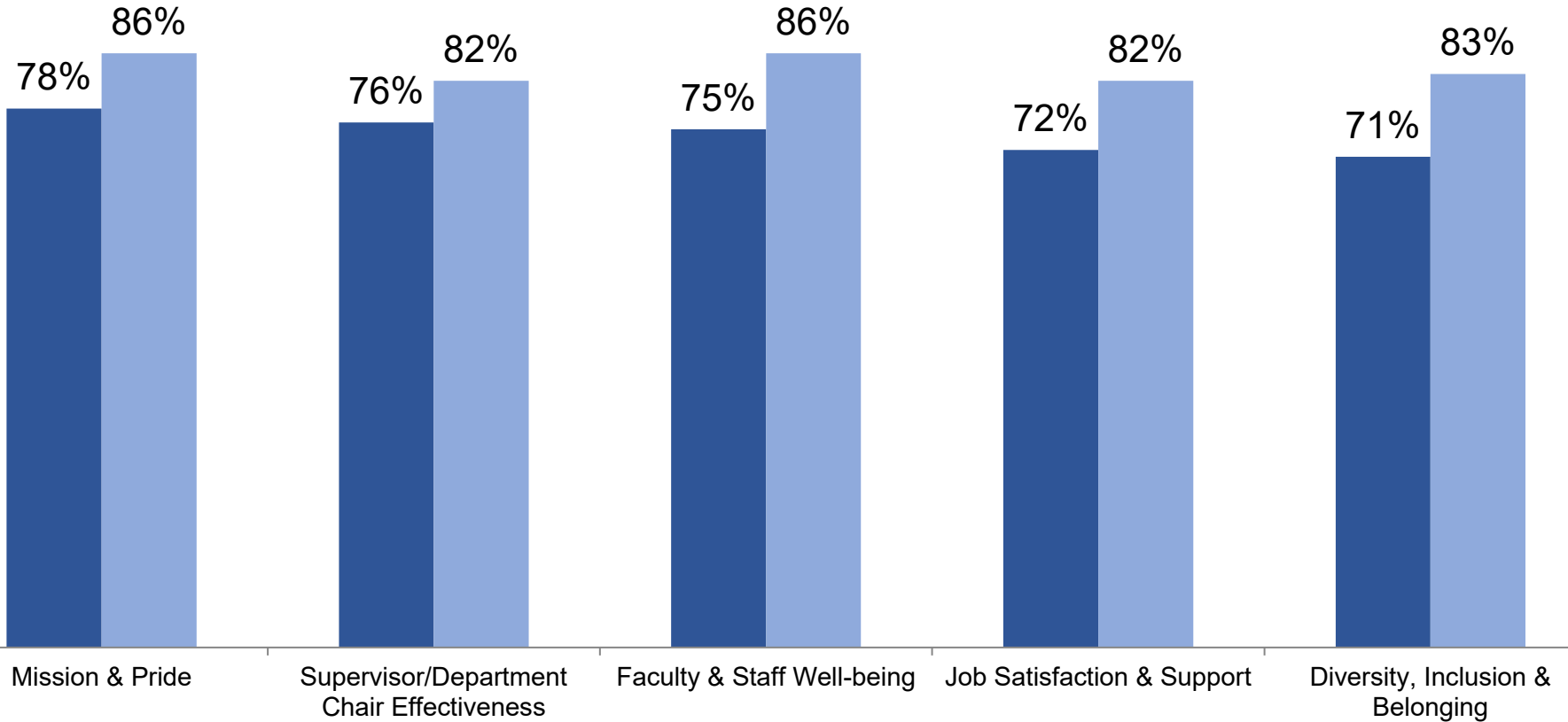
## Negative Responses

*Strongly Disagree, Disagree*

Guideline Score	Description	Guideline Score
75% +	Excellent to Very Good	< 10%
65-74%	Good	10-14%
55-64%	Fair to Mediocre	15-19%
45-54%	Warrants Attention	20-29%
< 45%	Acute	30% +

# Dimensions

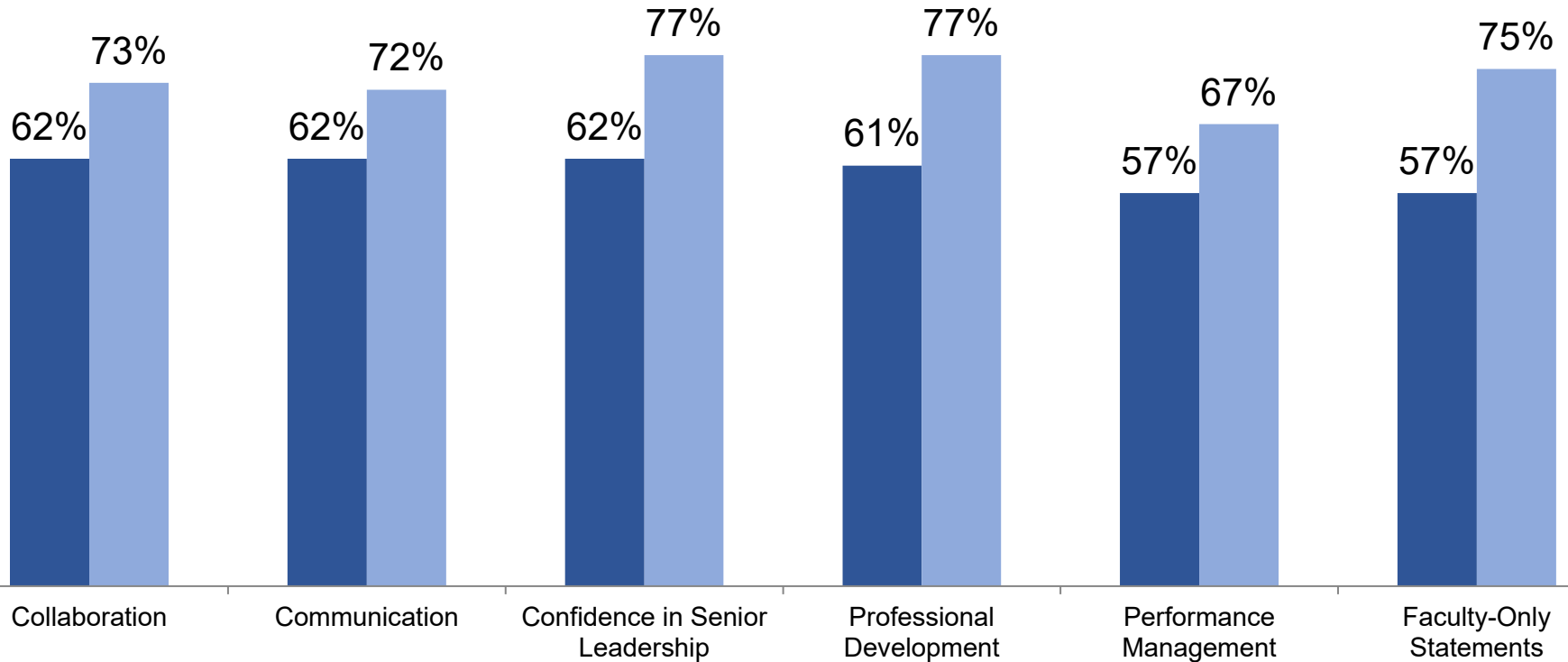
■ 2021 CSUB ■ 2021 Honor Roll





# Dimensions

■ 2021 CSUB   ■ 2021 Honor Roll



# Strengths and Opportunities

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## Strengths

- Job Fit, Autonomy & Connection to Mission
- Faculty & Staff Well-Being
- Supervisor/Department Chair Competencies
- Diversity, Inclusion & Belonging
  - Institutional Commitment
  - Welcoming Environment
  - Resources & Support
- Workplace Quality & Pride

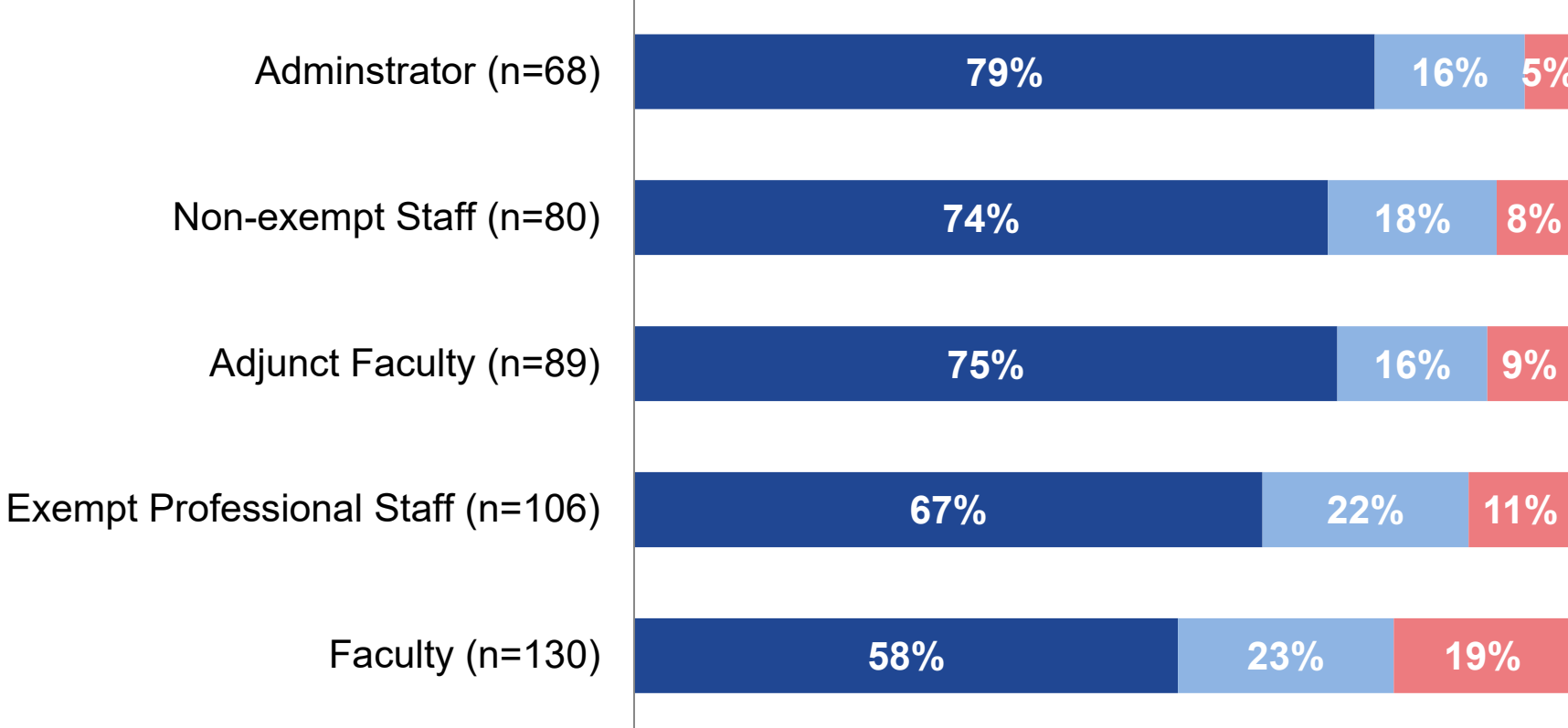
## Opportunities

- Resource Constraints
- Performance Management
- Professional Development
- Communication & Collaboration
- Shared Governance
- Senior Leadership
- Institutional Identity

# Pre-loaded Job Category

(Overall % Positive: Statements 1-64)

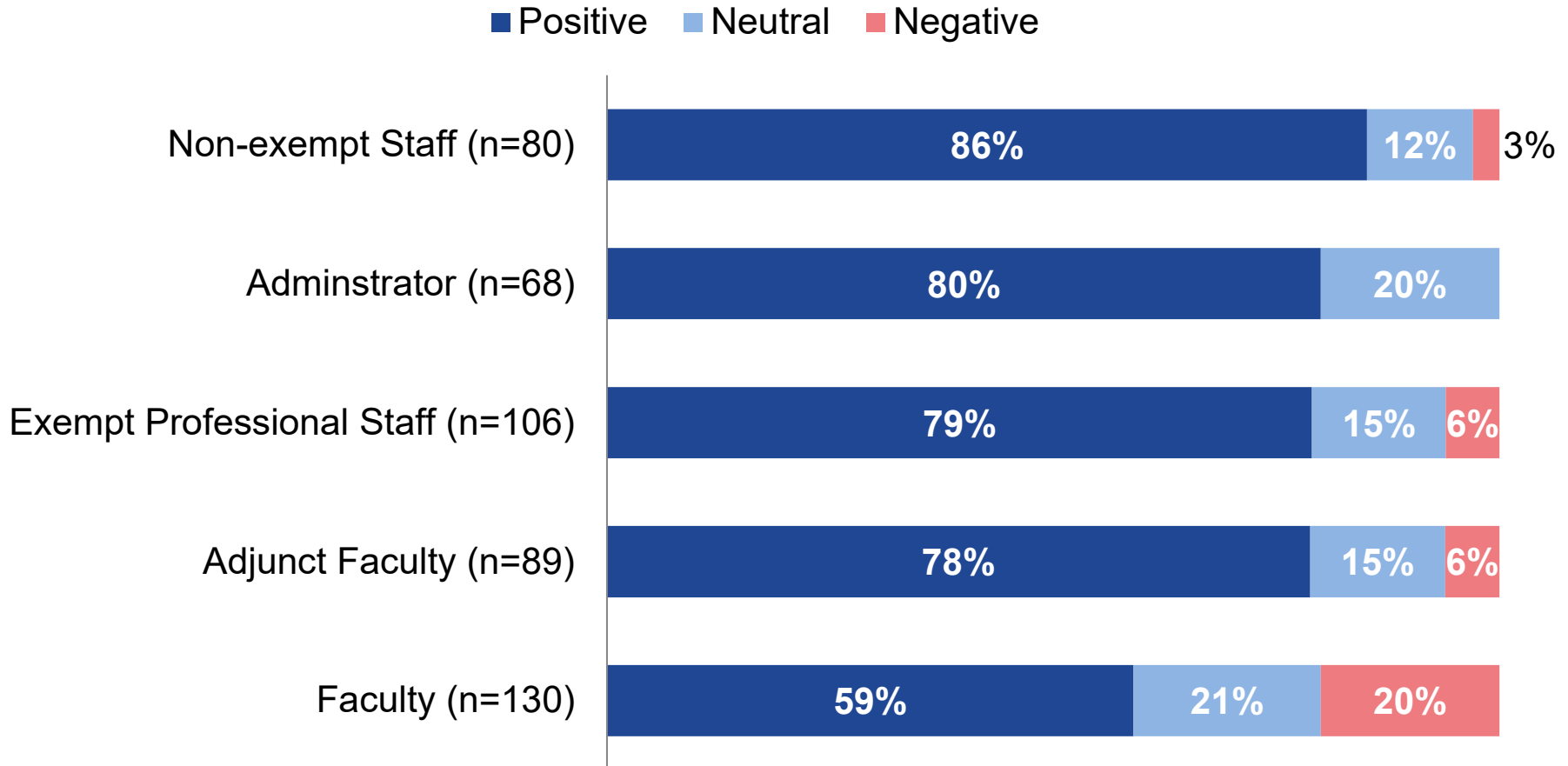
■ Positive ■ Neutral ■ Negative



# Key Barometer Statements

Survey Statement	2021 CSUB % Positive	2021 CSUB % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
25 Overall, my department is a good place to work.	80	7	87	4
55 All things considered, this is a great place to work.	75	8	85	8
54 This institution's culture is special - something you don't find just anywhere.	58	17	77	8
36 I am proud to be part of this institution.	82	3	88	3
52 This institution is well run.	59	12	79	6

# Statement 55: All things considered, this is a great place to work.



# Top Ten Statements

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
24	The work I do is meaningful to me.	92	3	91	3
5	I understand how my job contributes to this institution's mission.	90	2	92	3
64	I have adequate cultural competency skills that allow me to be comfortable interacting with members of groups with different ethnicities, sexual identities, abilities, or beliefs other than my own.	90	2	*	*
61	I am aware of how certain pedagogical practices can differentially impact students, particularly those from underrepresented groups.	87	3	*	*
49	This institution actively contributes to the community.	86	4	91	2

Statements are sorted by highest **positive** response.

\*Benchmarking not available for custom statements.

# Top Ten Statements

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
2	I am given the responsibility and freedom to do my job.	85	4	88	3
29	In my department, we welcome diversity in all of its forms.	83	6	88	4
34	This institution's benefits meet my needs.	83	6	91	3
47	My supervisor/department chair supports my efforts to balance my work and personal life.	83	8	88	4
36	I am proud to be part of this institution.	82	3	88	3

Statements are sorted by highest **positive** response.

# Strengths and Opportunities

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## Strengths

- Job Fit, Autonomy & Connection to Mission
- Faculty & Staff Well-Being
- Supervisor/Department Chair Competencies
- Diversity, Inclusion & Belonging
  - Institutional Commitment
  - Welcoming Environment
  - Resources & Support
- Workplace Quality & Pride

## Opportunities

- Resource Constraints
- Performance Management
- Professional Development
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- Shared Governance
- Senior Leadership
- Institutional Identity



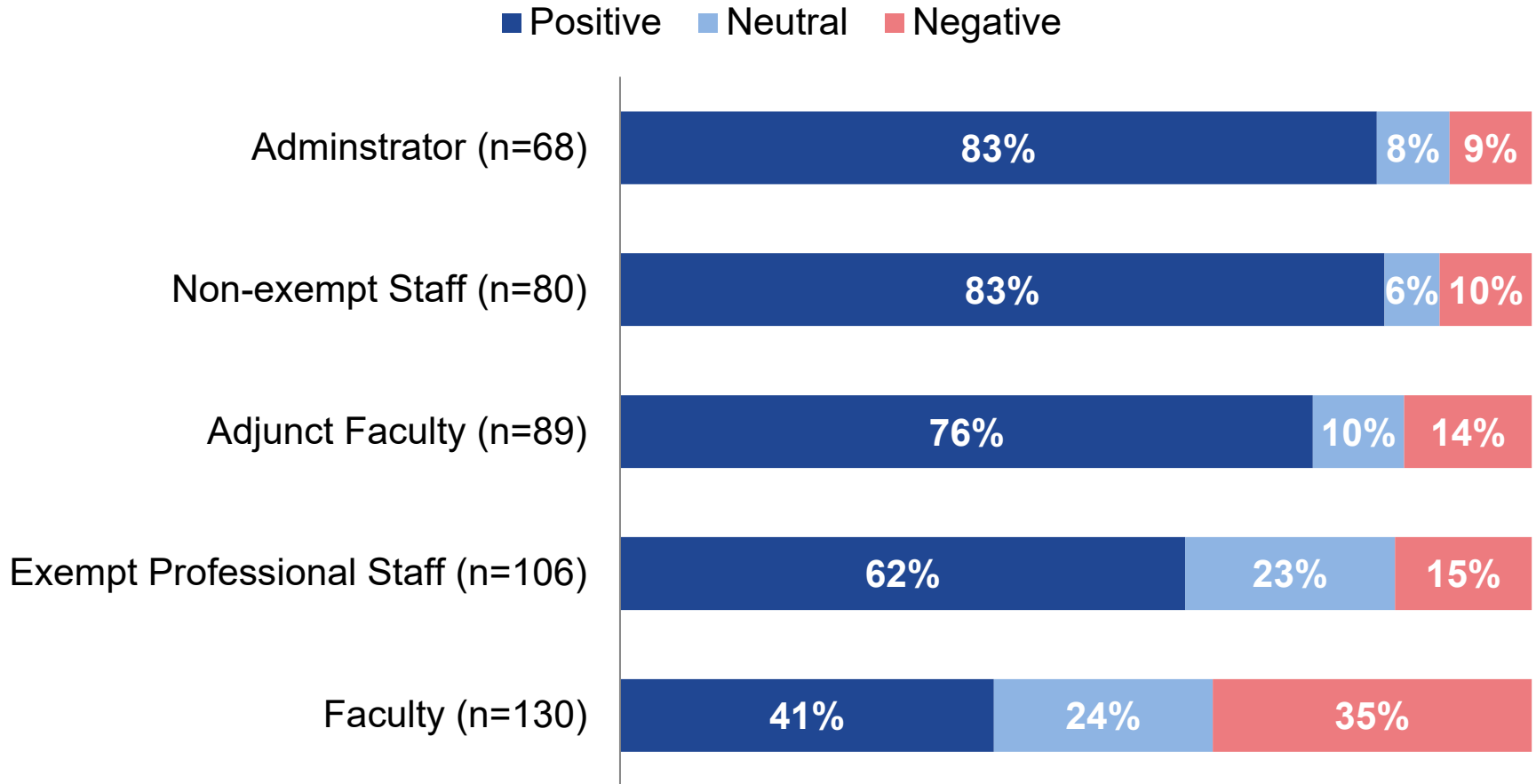
# Job Fit, Autonomy & Connection to Mission

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
1	My job makes good use of my skills and abilities.	80	5	85	4
2	I am given the responsibility and freedom to do my job.	85	4	88	3
24	The work I do is meaningful to me.	92	3	91	3
5	I understand how my job contributes to this institution's mission.	90	2	92	3
36	I am proud to be part of this institution.	82	3	88	3

# Faculty & Staff Well-Being

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
15	My supervisor/department chair shows genuine interest in my well-being.	81	8	86	5
33	This institution's policies and practices give me the flexibility to manage my work and personal life.	73	10	84	6
39	This institution takes appropriate steps to protect the health and safety of faculty, staff and students.	73	10	86	4
44	At work, I know where to go for help with my mental or emotional well-being.	65	19	85	6
47	My supervisor/department chair supports my efforts to balance my work and personal life.	83	8	88	4

# Statement 44: At work, I know where to go for help with my mental or emotional well-being.

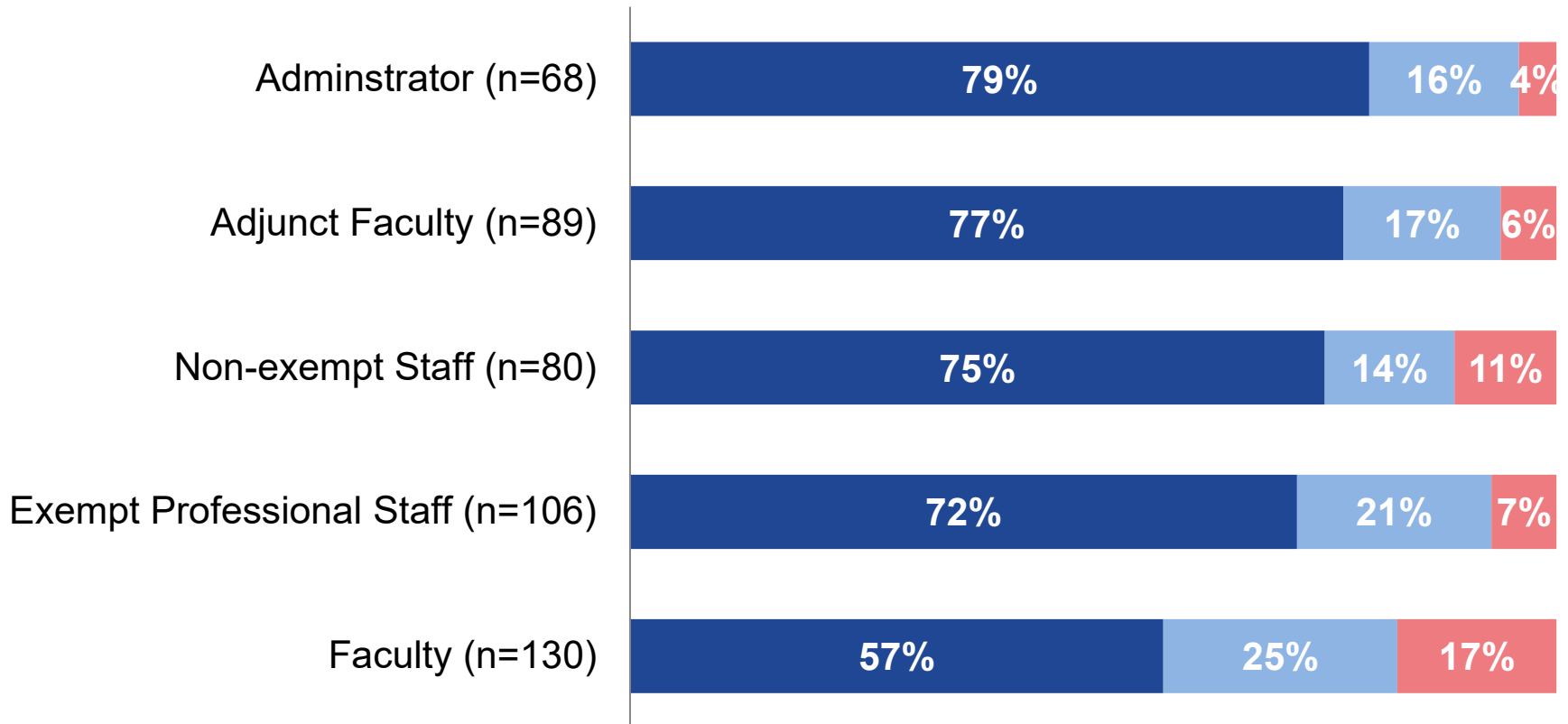


# Supervisor/Department Chair Competencies

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
3	My supervisor/department chair makes their expectations clear.	79	7	83	7
7	I receive feedback from my supervisor/department chair that helps me.	71	10	79	8
20	My supervisor/department chair actively solicits my suggestions and ideas.	76	10	82	7
12	I believe what I am told by my supervisor/department chair.	78	8	83	5
19	My supervisor/department chair is consistent and fair.	76	8	82	7

# Statement 7: I receive feedback from my supervisor/department chair that helps me.

■ Positive ■ Neutral ■ Negative

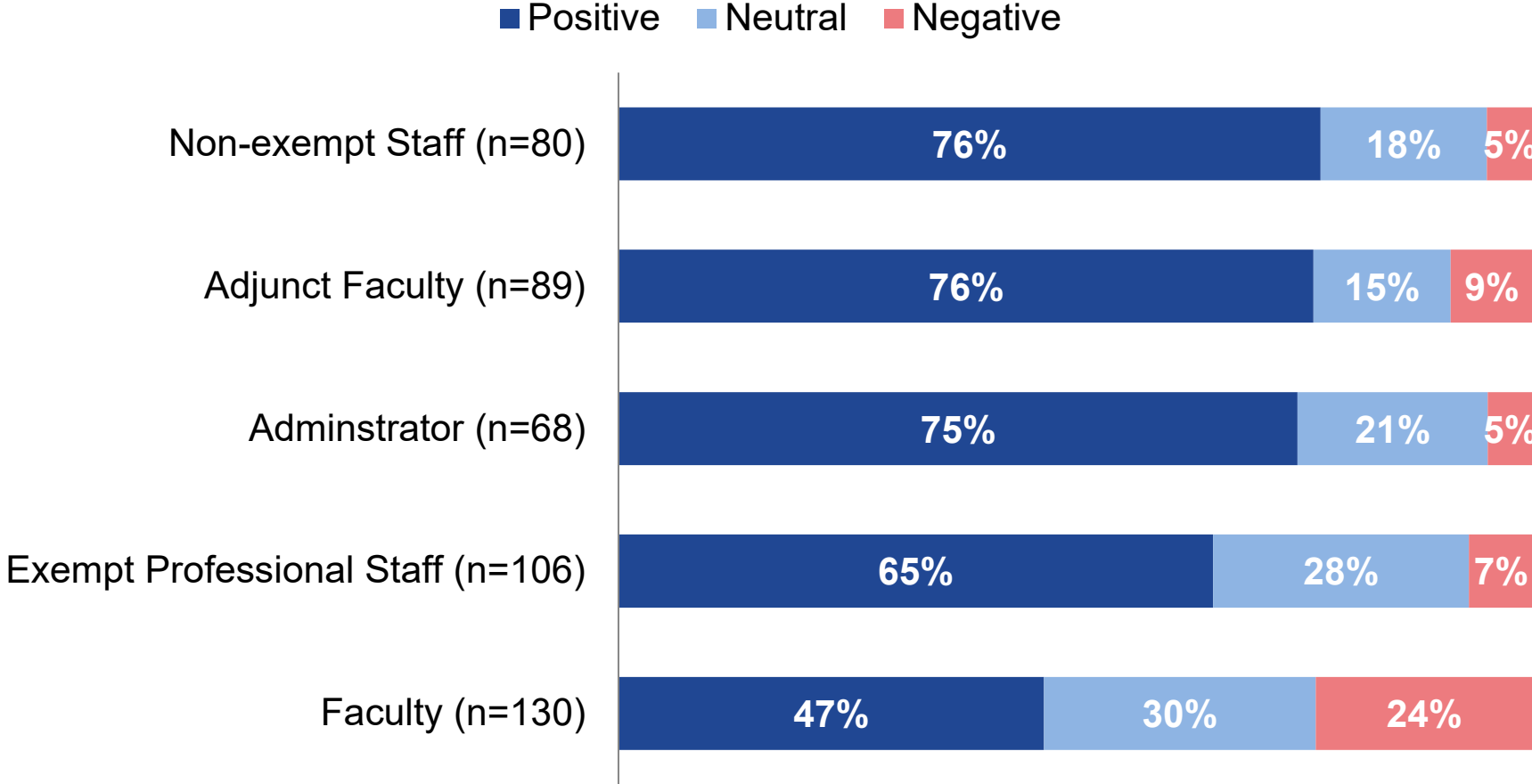


# Diversity, Inclusion & Belonging: Institutional Commitment

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
50	This institution places sufficient emphasis on having diverse faculty, administrators and staff.	68	9	79	7
46	We are making good progress towards becoming a more diverse and inclusive institution.	71	10	82	5
62	I believe the campus climate encourages free and open discussion of LGBTQ+ identity.	82	4	*	*
63	I believe the campus climate encourages free and open discussion of gender.	76	5	*	*

\*Benchmarking not available for custom statements.

# Statement 57: I believe the campus climate encourages free and open discussion of race.



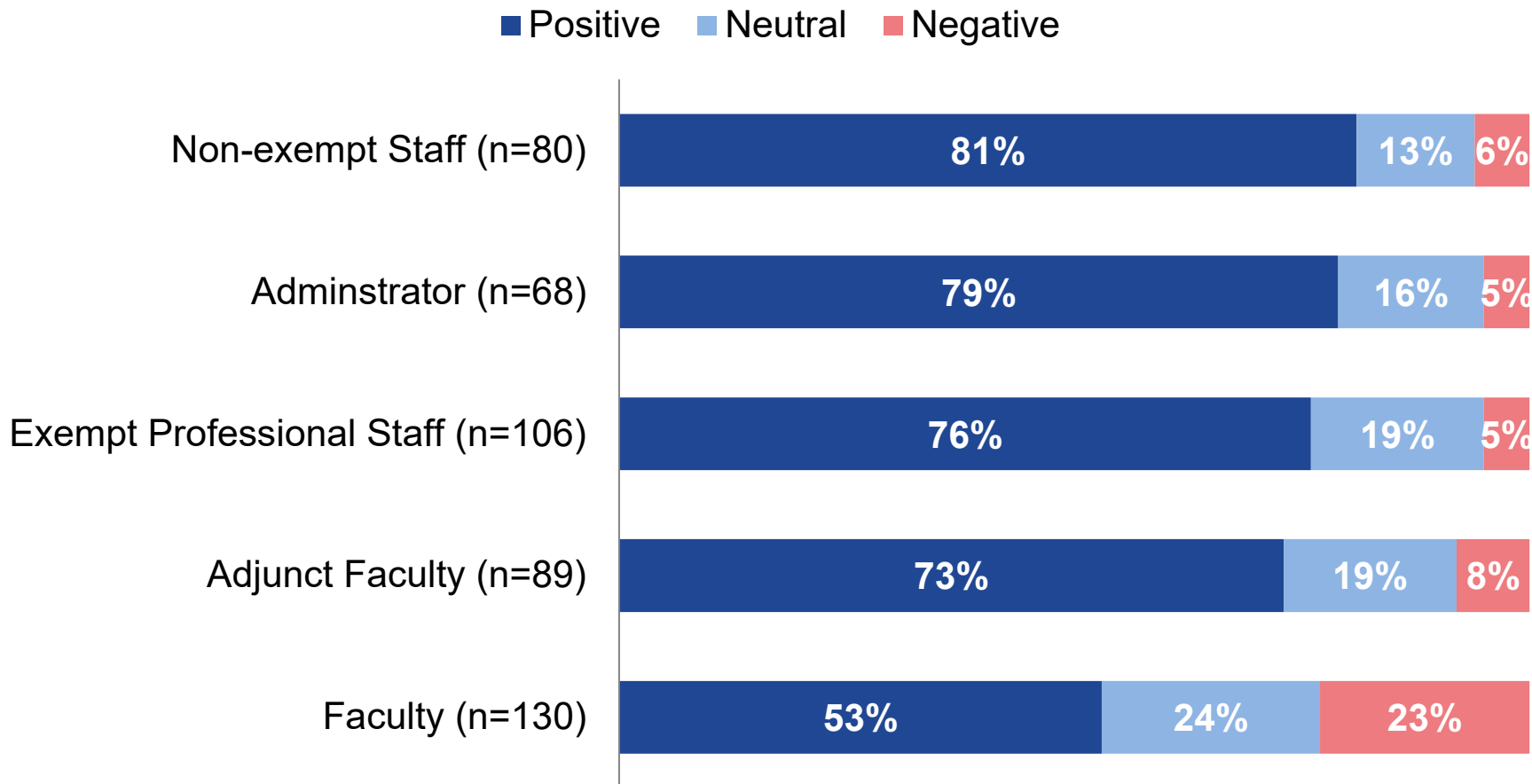
# Diversity, Inclusion & Belonging: Welcoming Environment

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
29	In my department, we welcome diversity in all of its forms.	83	6	88	4
40	At this institution, diversity in all of its forms is valued.	71	10	82	6
56	The general environment for persons of different backgrounds is welcoming and respectful.	73	9	*	*
59	People of different abilities are treated equally at this institution.	66	10	*	*

\*Benchmarking not available for custom statements.



# Statement 40: At this institution, diversity in all of its forms is valued.



# Diversity, Inclusion & Belonging: Welcoming Environment

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
60	People at this institution understand and value the benefits of a diverse workforce.	71	9	*	*
48	I feel a sense of belonging at this institution.	74	11	83	6
64	I have adequate cultural competency skills that allow me to be comfortable interacting with members of groups with different ethnicities, sexual identities, abilities, or beliefs other than my own.	90	2	*	*

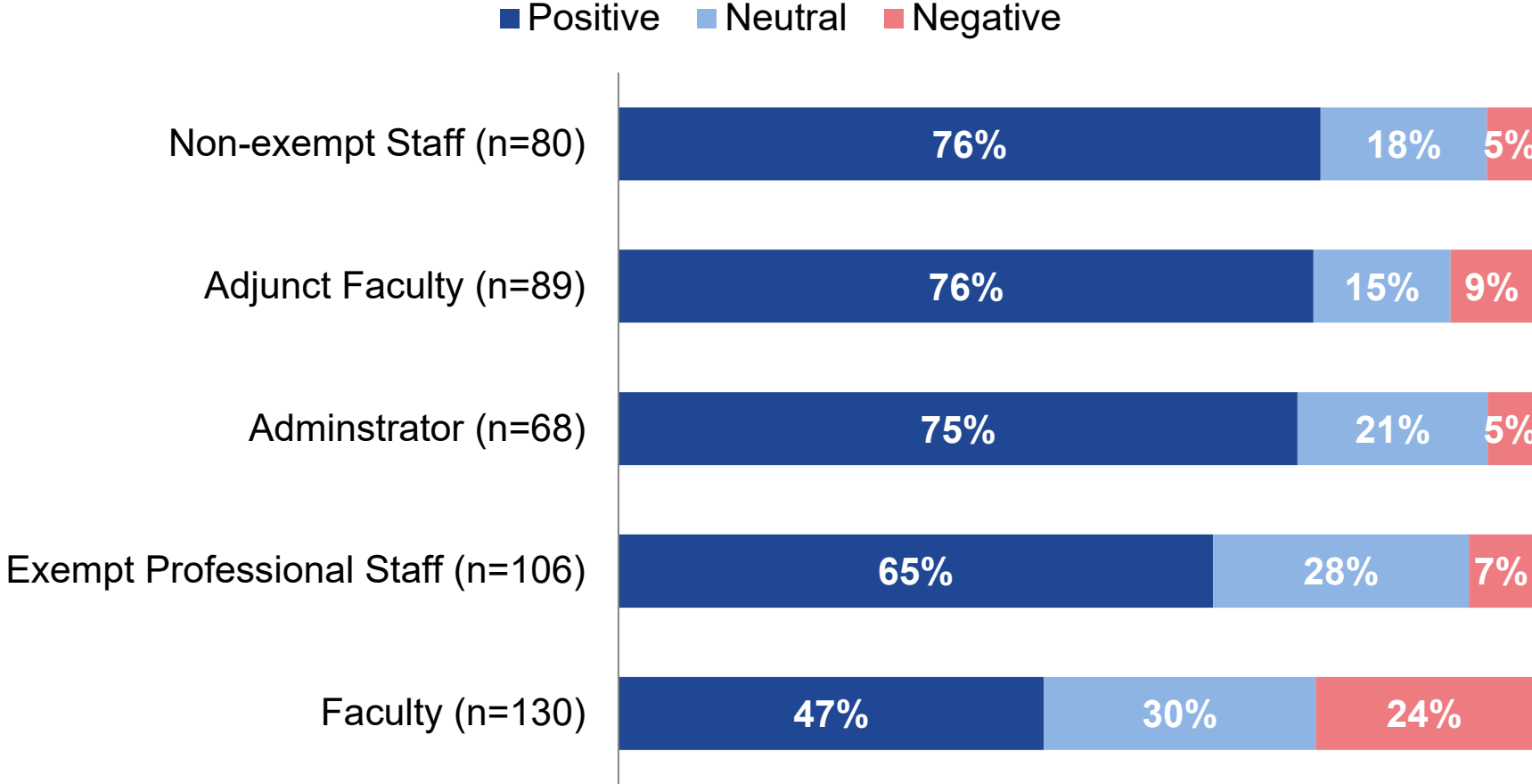
\*Benchmarking not available for custom statements.

# Diversity, Inclusion & Belonging: Resources & Support

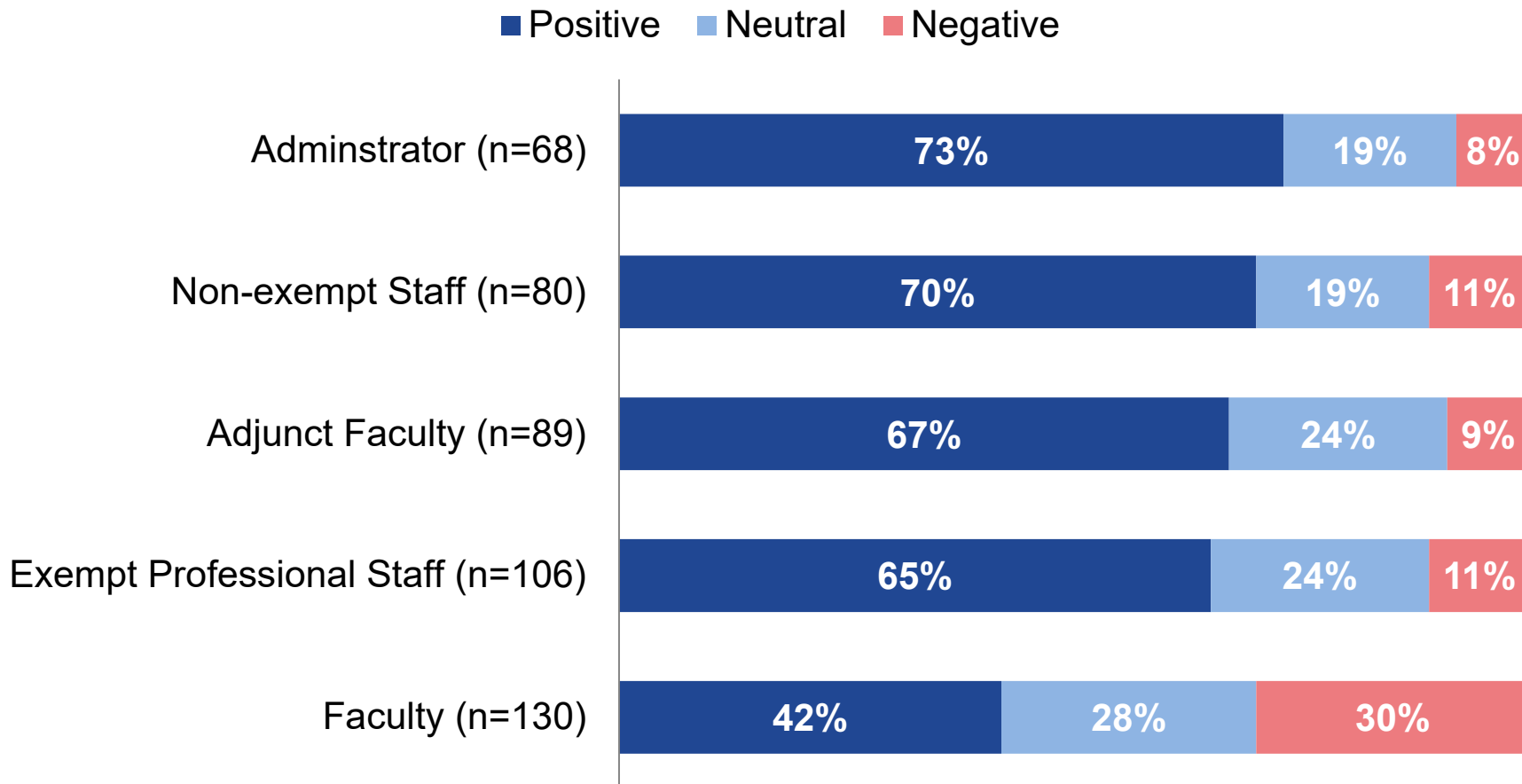
Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
57	I believe the campus climate encourages free and open discussion of race.	65	11	*	*
58	I believe the campus climate encourages open discussion of religious identity.	59	15	*	*
38	This institution has clear and effective procedures for dealing with discrimination.	61	16	81	6
61	I am aware of how certain pedagogical practices can differentially impact students, particularly those from underrepresented groups.	87	3	*	*

\*Benchmarking not available for custom statements.

# Statement 57: I believe the campus climate encourages free and open discussion of race.



# Statement 38: This institution has clear and effective procedures for dealing with discrimination.



# Workplace Quality & Pride

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
23	People in my department work well together.	73	9	82	5
25	Overall, my department is a good place to work.	80	7	87	4
55	All things considered, this is a great place to work.	75	8	85	5
36	I am proud to be part of this institution.	82	3	88	3
51	I would recommend working here to my family and/or friends.	73	10	85	4

# Strengths and Opportunities

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## Strengths

- Job Fit, Autonomy & Connection to Mission
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- Supervision/Department Chair Competencies
- Diversity, Inclusion & Belonging
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## Opportunities

- Resource Constraints
- Performance Management
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- Institutional Identity

# Bottom Ten Statements

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
69	There is a good balance of teaching, service and research at this institution. (Faculty Only)	46	35	70	14
11	I am paid fairly for my work.	49	28	60	20
30	Our onboarding processes prepare new faculty and staff to be effective.	42	26	69	11
18	Issues of low performance are addressed in my department.	51	23	64	15
35	Our recognition and awards programs are meaningful to me.	53	22	64	14

Statements are sorted by highest **negative** response.



# Bottom Ten Statements

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
16	Promotions in my department are based on a person's performance.	55	22	65	15
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	53	21	82	6
68	Advancement and promotion processes are clear. (Faculty-Only)	57	21	75	10
53	There's a sense that we're all on the same team at this institution.	54	19	73	10
9	I am regularly recognized for my contributions.	59	19	69	12

Statements are sorted by highest **negative** response.

# Resource Constraints

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
11	I am paid fairly for my work.	49	28	60	20
4	I am provided the resources I need to be effective in my job.	61	13	78	8
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	53	21	82	6

# Performance Management

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
17	Our review process accurately measures my job performance.	66	14	71	11
16	Promotions in my department are based on a person's performance.	55	22	65	15
18	Issues of low performance are addressed in my department.	51	23	64	15

# Performance Management

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
9	I am regularly recognized for my contributions.	59	19	69	12
35	Our recognition and awards programs are meaningful to me.	53	22	64	14
67	There is appropriate recognition of innovative and high quality teaching. (Faculty Only)	50	16	74	10

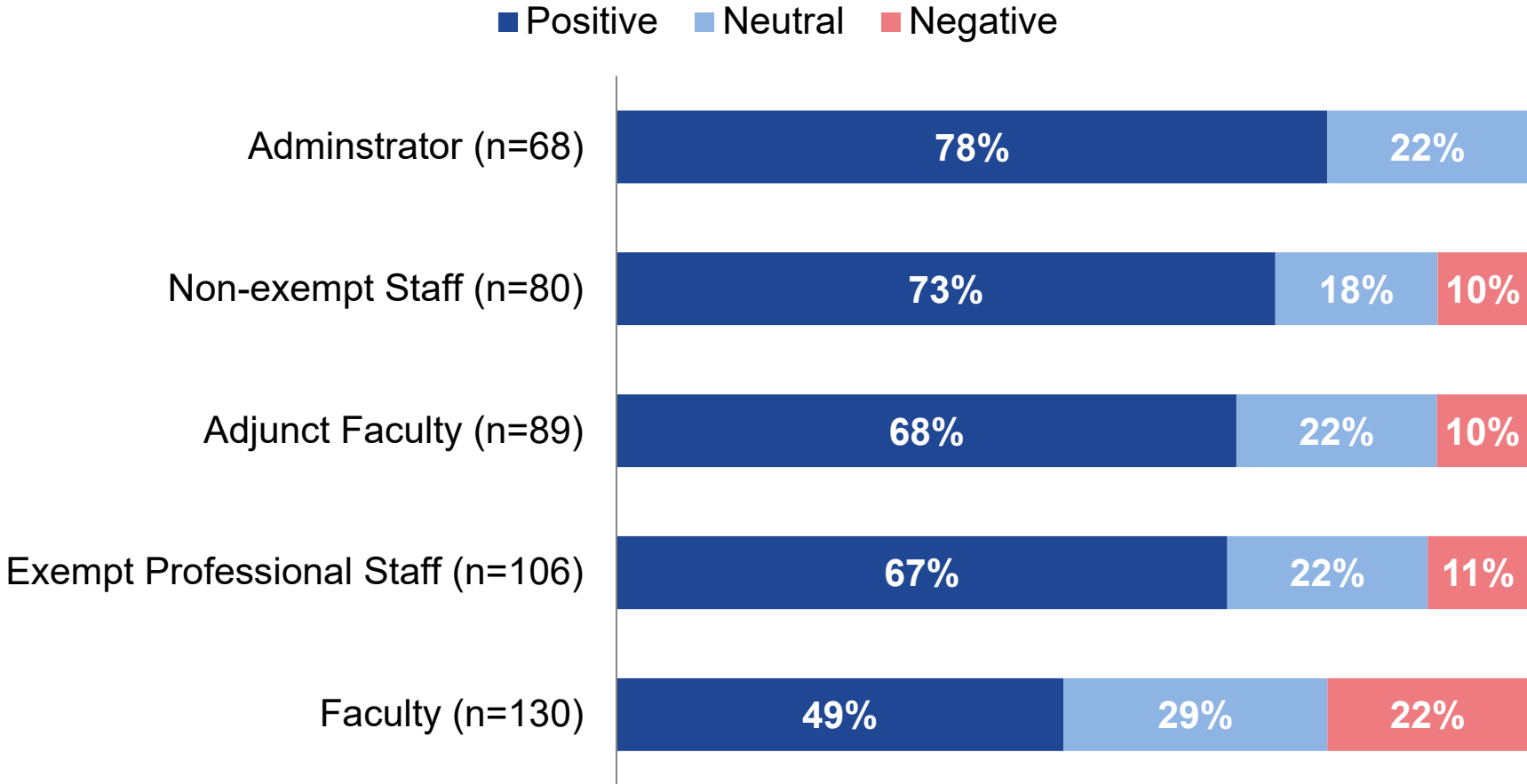
# Professional Development

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
6	I am given the opportunity to develop my skills at this institution.	69	12	84	5
10	I understand the necessary requirements to advance my career.	69	13	73	12
68	Advancement and promotion processes are clear. (Faculty-Only)	57	21	75	10
28	I have access to the training I need to do my job well.	65	12	83	5
30	Our onboarding processes prepare new faculty and staff to be effective.	42	26	69	11

# Communication & Collaboration

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
8	When I offer a new idea, I believe it will be fully considered.	65	12	75	8
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	66	17	74	11
22	Changes that affect me are discussed prior to being implemented.	53	17	62	14
43	At this institution, we discuss and debate issues respectfully to get better results.	61	11	74	8

# Statement 8: When I offer a new idea, I believe it will be fully considered.

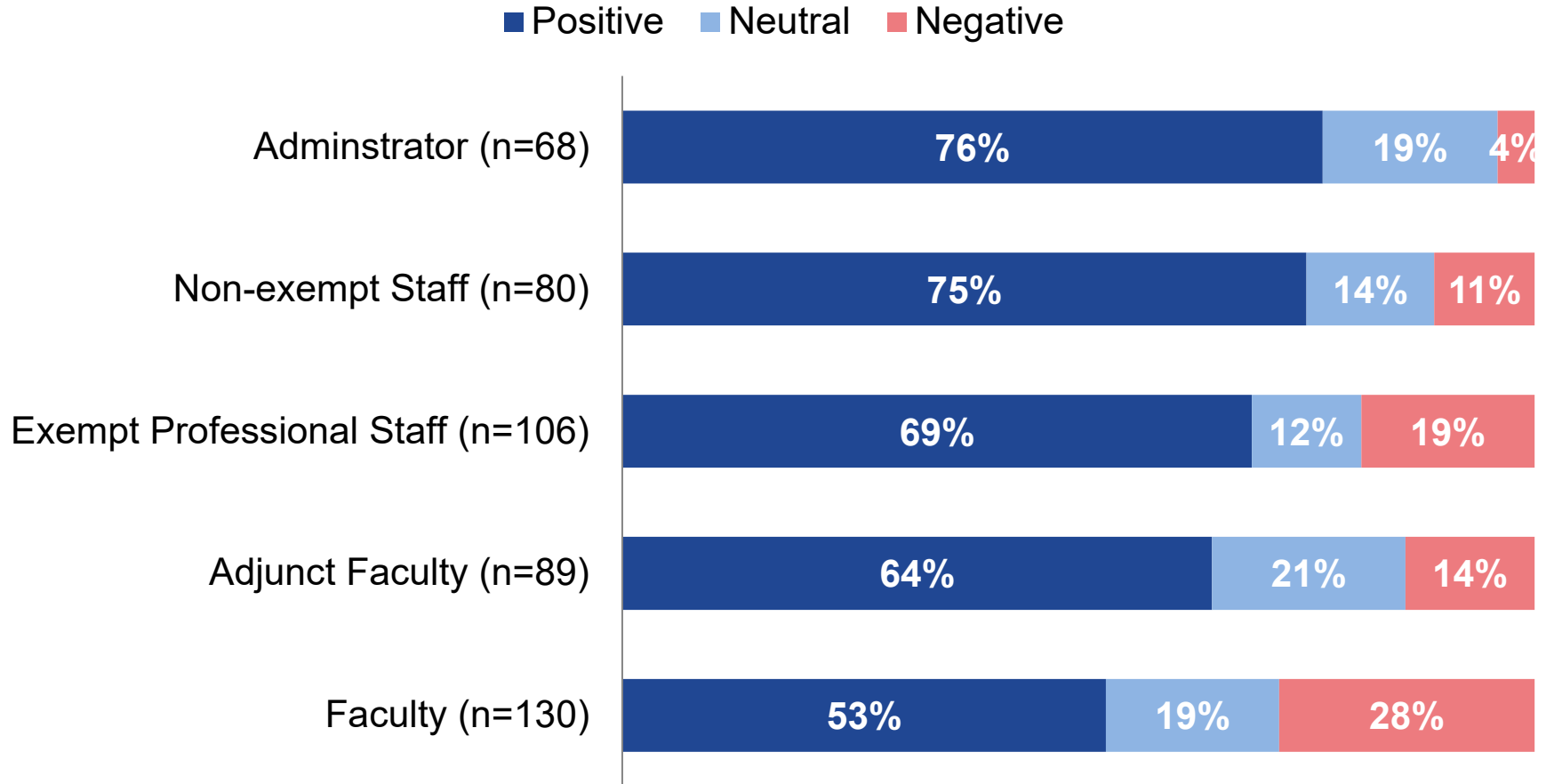


# Communication & Collaboration

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
13	We have opportunities to contribute to important decisions in my department.	71	8	77	7
23	People in my department work well together.	73	9	82	5
26	I can count on people to cooperate across departments.	52	12	71	6
53	There's a sense that we're all on the same team at this institution.	54	19	73	10



# Statement 14: I can speak up or challenge a traditional way of doing something without fear of harming my career.



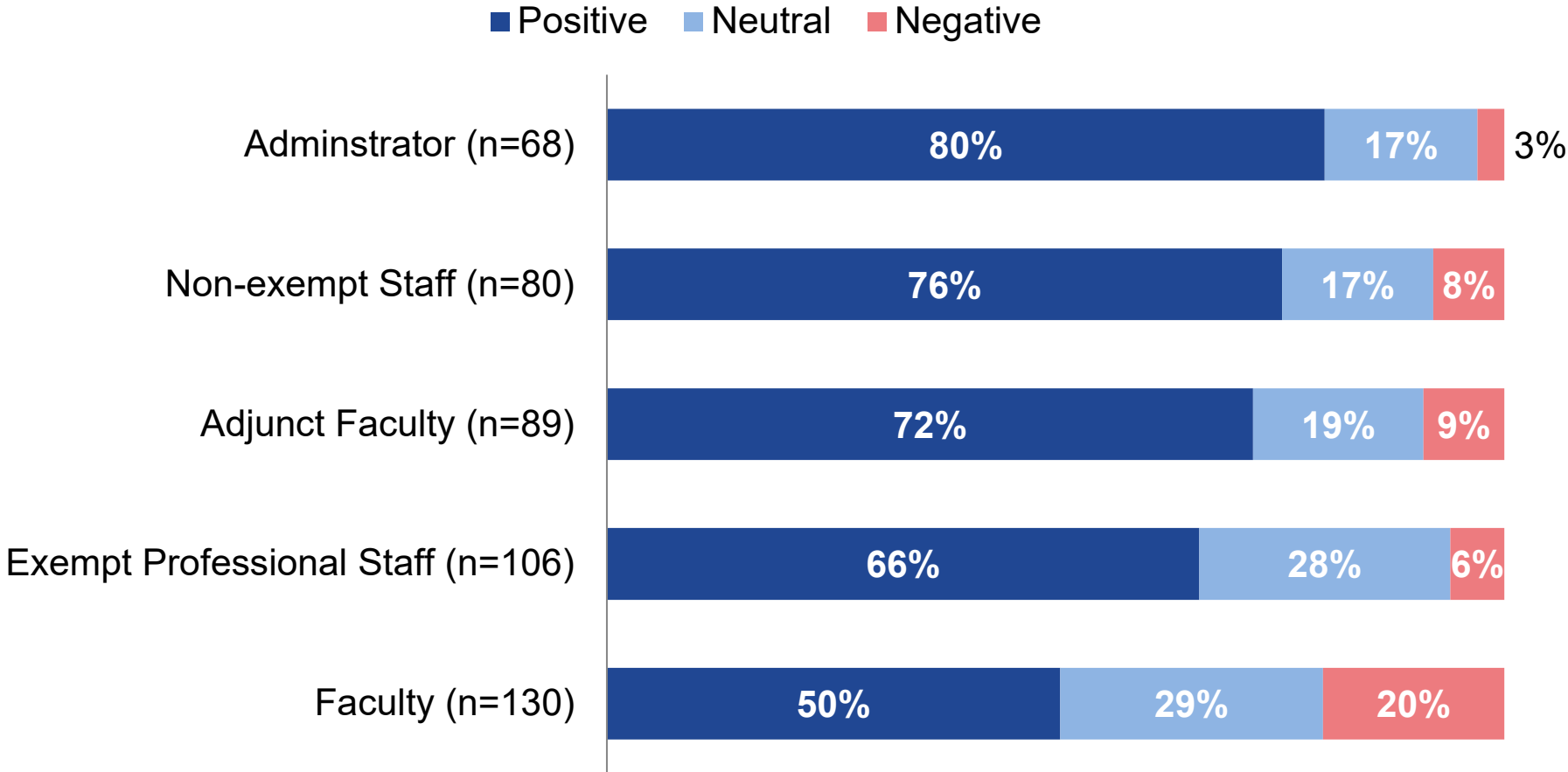
# Shared Governance

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
42	There are sufficient opportunities to participate in institutional planning.	61	14	63	14
65	The role of faculty in shared governance is clearly stated and publicized. (Faculty Only)	63	15	76	11
66	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation). (Faculty Only)	68	15	80	9

# Senior Leadership

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
32	Senior leadership has the knowledge, skills and experience necessary for institutional success.	67	10	82	7
27	Senior leadership provides a clear direction for this institution's future.	57	15	74	10
41	Senior leadership communicates openly about important matters.	63	14	75	9
37	Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.	62	15	76	9
45	I believe what I am told by senior leadership.	61	13	76	7

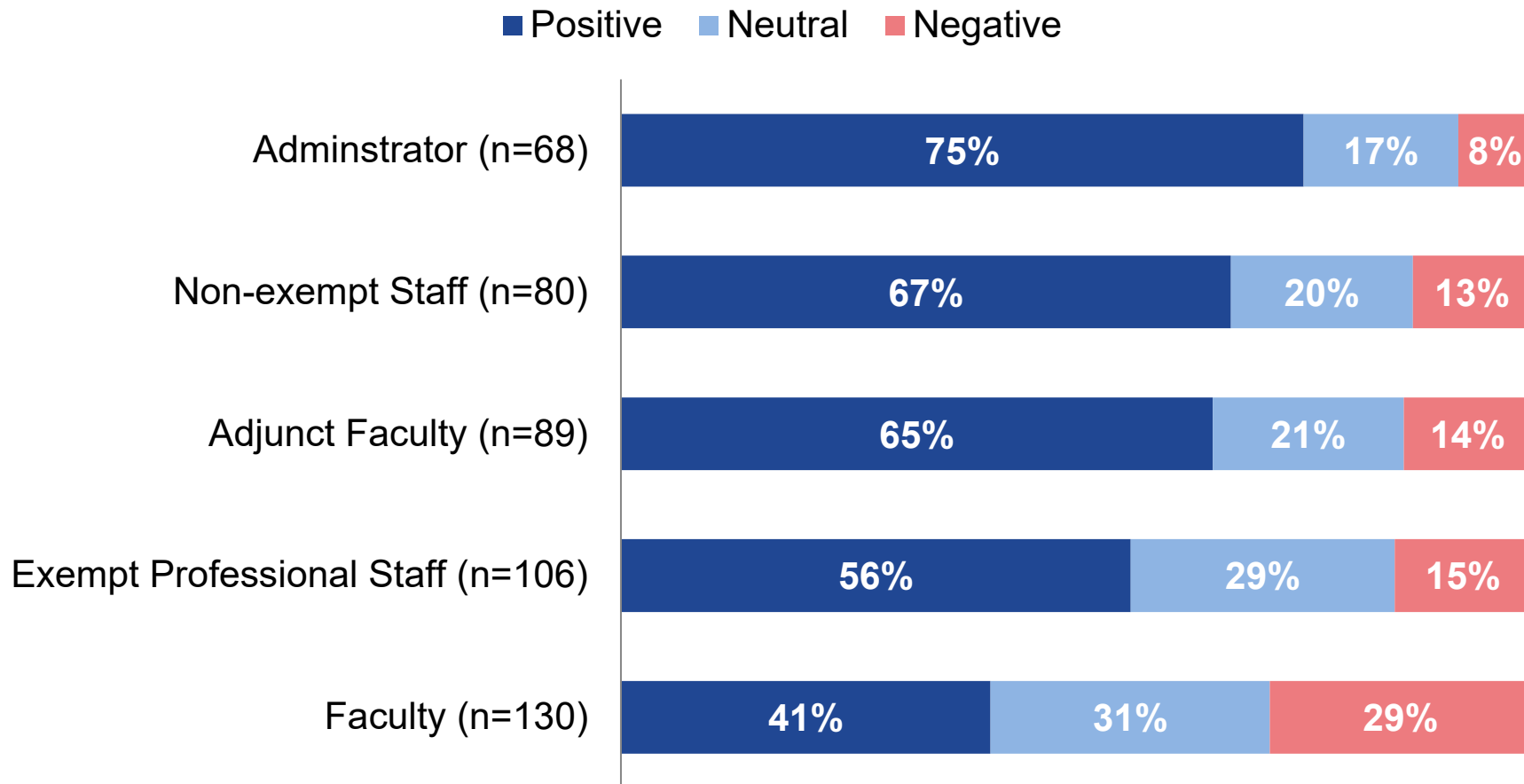
# Statement 32: Senior leadership has the knowledge, skills and experience necessary for institutional success.



# Institutional Identity

Survey Statement		2021 CSUB Overall % Positive	2021 CSUB Overall % Negative	2021 Honor Roll % Positive	2021 Honor Roll % Negative
69	There is a good balance of teaching, service and research at this institution. (Faculty Only)	46	35	70	14
54	This institution's culture is special - something you don't find just anywhere.	58	17	77	8
52	This institution is well run.	59	12	79	6

# Statement 54: This institution's culture is special - something you don't find just anywhere.



# Questions?

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# Additional Resources

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