



**2019  
CULTURE  
UPDATE**

# WHAT WE WILL DO TODAY

- / How Today Will Work

- / 2018 WVU Culture Survey:

  - / Background

  - / Overall Results

  - / Year-Over-Year Changes

  - / Next Steps

- / Upward Feedback:

  - / Background

  - / Overall Results

  - / Next Steps

# HOW TODAY WILL WORK

- / Hear from Cris and Sharon
- / Open question-and-answer session

# BACKGROUND

*“Culture eats strategy for breakfast!”*

- / Our culture will either accelerate or slow down the University in achieving our mission.
- / A strong culture leads to the recruitment of **higher-caliber candidates**, **increased employee engagement and retention** and **student enrollment, retention and success**.

# BACKGROUND: ENROLLMENT AND RETENTION

**/ 2014: WVU conducted market research and brand analysis.**

/ Many individuals had a negative perception of the University.

/ Others had no perception of WVU.

**/ 2015: Reframed our brand to focus on academics and research.**

/ Launched the “Mountaineers Go First” creative campaign.

/ The WVU Brand and campaign were adopted by colleges/schools, divisional campuses, Athletics, the Alumni Association, the WVU Foundation and WVU Medicine.

/ The University is changing the conversation from “you” to “us” – “it takes a village.”

/ We are expanding the role of faculty, advisors, retention and tutoring staff in the process.

/ We are working collaboratively to identify where to expend energy and developing intentional and intrusive interventions to help students find their “fit.”

# 2018 WVU CULTURE SURVEY

- / The 2018 WVU Culture Survey was sent to all benefits-eligible faculty and staff employed by the University as of August 20, 2018, across WVU's Morgantown, Beckley and Keyser campuses.
- / As with previous surveys, all responses were anonymous and confidential.
- / For the third year in a row, the survey had a ~50% overall response rate.

# UNIVERSITY CULTURE PROFILE

| POINTS OUT OF 100  | WVU TOTAL<br>2016 | WVU TOTAL<br>2017 | FACULTY<br>2017 | STAFF<br>2017 | WVU TOTAL<br>2018 | FACULTY<br>2018 | STAFF<br>2018 | WVU TOTAL<br>CHANGE<br>SINCE 2017 |
|--|-------------------|-------------------|-----------------|---------------|-------------------|-----------------|---------------|-----------------------------------|
| High performance is recognized and rewarded                                | 56                | 54                | 58              | 51            | 61                | 63              | 69            | 6.9                               |
| People feel appreciated and valued   | 54                | 53                | 54              | 58            | 57                | 57              | 56            | 3.4                               |
| We have high levels of feedback and coaching                               | 54                | 54                | 53              | 55            | 57                | 54              | 58            | 2.6                               |
| Decisions are made for the greater good of the overall University          | 62                | 62                | 61              | 62            | 64                | 63              | 65            | 2.5                               |
| People are empowered   | 56                | 57                | 57              | 57            | 59                | 58              | 60            | 2.4                               |
| There is a high level of quality awareness, focus on students.             | 65                | 64                | 62              | 65            | 66                | 63              | 68            | 2.1                               |
| Teamwork, mutual cooperation / support is the norm                         | 64                | 64                | 62              | 64            | 66                | 64              | 66            | 1.9                               |
| There is a positive fast-paced environment                                 | 62                | 62                | 60              | 63            | 64                | 62              | 65            | 1.9                               |
| Our people are highly accountable for their actions and results            | 60                | 60                | 59              | 61            | 62                | 61              | 63            | 1.9                               |
| People are encouraged to innovate, creativity is welcomed                  | 66                | 65                | 65              | 65            | 67                | 66              | 67            | 1.8                               |
| There is an environment which is optimistic and forgiving                  | 62                | 62                | 61              | 62            | 64                | 62              | 64            | 1.7                               |
| There is a sense of pride  | 74                | 73                | 72              | 74            | 75                | 74              | 75            | 1.7                               |
| There is great openness to change  | 56                | 56                | 54              | 56            | 57                | 55              | 59            | 1.7                               |
| People are willing to put in effort beyond what is normally expected       | 69                | 68                | 70              | 67            | 70                | 71              | 69            | 1.6                               |
| There are high expectations for performance                                | 73                | 73                | 72              | 74            | 75                | 73              | 76            | 1.6                               |
| We have an environment where people are self-starters with high initiative | 64                | 63                | 66              | 62            | 65                | 66              | 64            | 1.6                               |
| We have two-way, frequent and open communications                          | 58                | 59                | 57              | 60            | 60                | 57              | 62            | 1.5                               |
| People are fun to be around  | 72                | 71                | 70              | 71            | 73                | 72              | 73            | 1.5                               |
| There is a healthy environment   | 62                | 62                | 60              | 63            | 63                | 62              | 64            | 1.5                               |
| There is a sense of honesty  | 64                | 63                | 64              | 63            | 65                | 65              | 65            | 1.5                               |
| There is a high level of openness and trust among people                   | 57                | 57                | 57              | 57            | 58                | 59              | 58            | 1.6                               |
| There is a bias for action / urgency to move forward                       | 64                | 64                | 62              | 64            | 65                | 62              | 66            | 1.4                               |
| People are flexible  | 64                | 65                | 64              | 66            | 66                | 65              | 67            | 1.3                               |
| Core values / ethics are very important                                    | 70                | 71                | 69              | 71            | 72                | 69              | 73            | 1.3                               |
| There is a high level of integrity when dealing with employees             | 63                | 63                | 62              | 63            | 64                | 64              | 64            | 1.3                               |
| There is a high level of student-service consciousness                     | 76                | 76                | 74              | 78            | 77                | 75              | 78            | 0.5                               |
| People are continually improving / growing in positive ways                | 63                | 63                | 64              | 62            | 63                | 63              | 63            | 0.4                               |
| We respect diversity – healthy differences are a strength                  | 72                | 72                | 70              | 74            | 72                | 70              | 74            | 0.0                               |

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| High performance is recognized and rewarded                                | 56                | 54                | 58              | 51            | 61                | 63              | 69            | 6.9                               |
| We have high levels of feedback and coaching                               | 54                | 54                | 53              | 55            | 57                | 54              | 58            | 2.6                               |
| Decisions are made for the greater good of the overall University          | 62                | 62                | 61              | 62            | 64                | 63              | 65            | 2.5                               |
| People are empowered   | 56                | 57                | 57              | 57            | 59                | 58              | 60            | 2.4                               |
| There is a high level of quality awareness, focus on students.             | 65                | 64                | 62              | 65            | 66                | 63              | 68            | 2.1                               |
| Teamwork, mutual cooperation / support is the norm                         | 64                | 64                | 62              | 64            | 66                | 64              | 66            | 1.9                               |
| There is a positive fast-paced environment                                 | 62                | 62                | 60              | 63            | 64                | 62              | 65            | 1.9                               |
| Our people are highly accountable for their actions and results            | 60                | 60                | 59              | 61            | 62                | 61              | 63            | 1.9                               |
| People are encouraged to innovate, creativity is welcomed                  | 66                | 65                | 65              | 65            | 67                | 66              | 67            | 1.8                               |
| There is an environment which is optimistic and forgiving                  | 62                | 62                | 61              | 62            | 64                | 62              | 64            | 1.7                               |
| There is a sense of pride  | 74                | 73                | 72              | 74            | 75                | 74              | 75            | 1.7                               |
| There is great openness to change  | 56                | 56                | 54              | 56            | 57                | 55              | 59            | 1.7                               |
| People are willing to put in effort beyond what is normally expected       | 69                | 68                | 70              | 67            | 70                | 71              | 69            | 1.6                               |
| There are high expectations for performance                                | 73                | 73                | 72              | 74            | 75                | 73              | 76            | 1.6                               |
| We have an environment where people are self-starters with high initiative | 64                | 63                | 66              | 62            | 65                | 66              | 64            | 1.6                               |
| We have two-way, frequent and open communications                          | 58                | 59                | 57              | 60            | 60                | 57              | 62            | 1.5                               |
| People are fun to be around  | 72                | 71                | 70              | 71            | 73                | 72              | 73            | 1.5                               |
| There is a healthy environment   | 62                | 62                | 60              | 63            | 63                | 62              | 64            | 1.5                               |
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| People feel appreciated and valued   | 54                       | 53                | 54              | 58                | 57            | 57                | 56            | 3.4                               |
| We have high levels of feedback and coaching                               | 54                       | 54                | 53              | 55                | 57            | 54                | 58            | 2.6                               |
| Decisions are made for the greater good of the overall University          | 62                       | 62                | 61              | 62                | 64            | 63                | 65            | 2.5                               |
| People are empowered   | 56                       | 57                | 57              | 57                | 59            | 58                | 60            | 2.4                               |
| There is a high level of quality awareness, focus on students.             | 65                       | 64                | 62              | 65                | 66            | 63                | 68            | 2.1                               |
| Teamwork, mutual cooperation / support is the norm                         | 64                       | 64                | 62              | 64                | 66            | 64                | 66            | 1.9                               |
| There is a positive fast-paced environment                                 | 62                       | 62                | 60              | 63                | 64            | 62                | 65            | 1.9                               |
| Our people are highly accountable for their actions and results            | 60                       | 60                | 59              | 61                | 62            | 61                | 63            | 1.9                               |
| People are encouraged to innovate, creativity is welcomed                  | 66                       | 65                | 65              | 65                | 67            | 66                | 67            | 1.8                               |
| There is an environment which is optimistic and forgiving                  | 62                       | 62                | 61              | 62                | 64            | 62                | 64            | 1.7                               |
| There is a sense of pride  | 74                       | 73                | 72              | 74                | 75            | 74                | 75            | 1.7                               |
| There is great openness to change  | 56                       | 56                | 54              | 56                | 57            | 55                | 59            | 1.7                               |
| People are willing to put in effort beyond what is normally expected       | 69                       | 68                | 70              | 67                | 70            | 71                | 69            | 1.6                               |
| There are high expectations for performance                                | 73                       | 73                | 72              | 74                | 75            | 73                | 76            | 1.6                               |
| We have an environment where people are self-starters with high initiative | 64                       | 63                | 66              | 62                | 65            | 66                | 64            | 1.6                               |
| We have two-way, frequent and open communications                          | 58                       | 59                | 57              | 60                | 60            | 57                | 62            | 1.5                               |
| We have fun to be around   | 72                       | 71                | 70              | 71                | 73            | 72                | 73            | 1.5                               |
| People are fun to be around  | 62                       | 62                | 60              | 63                | 63            | 62                | 64            | 1.5                               |
| There is a healthy environment   | 64                       | 63                | 64              | 63                | 65            | 65                | 65            | 1.5                               |
| There is a sense of honesty  | 57                       | 57                | 57              | 57                | 58            | 59                | 58            | 1.6                               |
| There is a high level of openness and trust among people                   | 64                       | 64                | 62              | 64                | 65            | 62                | 66            | 1.4                               |
| There is a bias for action / urgency to move forward                       | 64                       | 65                | 64              | 66                | 66            | 65                | 67            | 1.3                               |
| People are flexible  | 70                       | 71                | 69              | 71                | 72            | 69                | 73            | 1.3                               |
| Core values / ethics are very important                                    | 63                       | 63                | 62              | 63                | 64            | 64                | 64            | 1.3                               |
| There is a high level of integrity when dealing with employees             | 76                       | 76                | 74              | 78                | 77            | 75                | 78            | 0.5                               |
| There is a high level of student-service consciousness                     | 63                       | 63                | 64              | 62                | 63            | 63                | 63            | 0.4                               |
| People are continually improving / growing in positive ways                | 72                       | 72                | 70              | 74                | 72            | 70                | 74            | 0.0                               |
| We respect diversity – healthy differences are a strength                  |                          |                   |                 |                   |               |                   |               |                                   |

< 65  
65-84  
> 85

# HIGHEST-SCORING BEHAVIORS

| POINTS OUT OF 100                                      | WVU TOTAL<br>2016 | WVU TOTAL<br>2017 | FACULTY<br>2017 | STAFF<br>2017 | WVU TOTAL<br>2018 | FACULTY<br>2018 | STAFF<br>2018 | WVU TOTAL<br>CHANGE<br>SINCE 2017 |
|--|-------------------|-------------------|-----------------|---------------|-------------------|-----------------|---------------|-----------------------------------|
| There is a high level of student-service consciousness | 76                | 76                | 74              | 78            | 77                | 75              | 78            | 0.5                               |
| There is a sense of pride                              | 74                | 73                | 72              | 74            | 75                | 74              | 75            | 1.7                               |
| There are high expectations for performance            | 73                | 73                | 72              | 74            | 75                | 73              | 76            | 1.6                               |

# LOWEST-SCORING BEHAVIORS

| POINTS OUT OF 100                            | WVU TOTAL<br>2016 | WVU TOTAL<br>2017 | FACULTY<br>2017 | STAFF<br>2017 | WVU TOTAL<br>2018 | FACULTY<br>2018 | STAFF<br>2018 | WVU TOTAL<br>CHANGE<br>SINCE 2017 |
|--|-------------------|-------------------|-----------------|---------------|-------------------|-----------------|---------------|-----------------------------------|
| There is a great openness to change          | 56                | 56                | 54              | 56            | 57                | 55              | 59            | 1.7                               |
| We have high levels of feedback and coaching | 54                | 54                | 53              | 55            | 59                | 54              | 58            | 2.6                               |
| People feel appreciated and valued           | 54                | 53                | 54              | 52            | 57                | 57              | 56            | 3.4                               |

# YEAR-OVER-YEAR CHANGES

| 2016                            |                              |
|---------------------------------|------------------------------|
| HIGHEST-SCORING BEHAVIORS       | LOWEST-SCORING BEHAVIORS     |
| SENSE OF PRIDE                  | EMPOWERMENT                  |
| STUDENT FOCUSED                 | COACHING AND FEEDBACK        |
| OUR PEOPLE ARE FUN TO BE AROUND | APPRECIATION AND RECOGNITION |

| 2017                              |   |
|-----------------------------------|---|
| HIGHEST-SCORING BEHAVIORS         | LOWEST-SCORING BEHAVIORS                    |
| SENSE OF PRIDE                    | HIGH PERFORMANCE IS RECOGNIZED AND REWARDED |
| STUDENT FOCUSED                   | COACHING AND FEEDBACK                       |
| HIGH EXPECTATIONS FOR PERFORMANCE | APPRECIATION AND RECOGNITION                |

| 2018                              |                              |
|-----------------------------------|------------------------------|
| HIGHEST-SCORING BEHAVIORS         | LOWEST-SCORING BEHAVIORS     |
| SENSE OF PRIDE                    | OPENNESS TO CHANGE           |
| STUDENT FOCUSED                   | COACHING AND FEEDBACK        |
| HIGH EXPECTATIONS FOR PERFORMANCE | APPRECIATION AND RECOGNITION |

# HOW WE MAY HAVE MOVED THE NEEDLE

## HIGH PERFORMANCE IS RECOGNIZED AND REWARDED

- / Instituted market adjustment and critical retention pay increases (spring 2018) and performance-based compensation program (fall 2018).
- / Achieved near 100% participation rate in 2018 WVU Performance Management process.

## APPRECIATION AND RECOGNITION

- / Hosted “A Celebration of Mountaineer Values” event to recognize recipients of WVU’s commemorative 150th anniversary values coins.
- / Implemented Dependent Education Scholarship program for faculty and staff.

# HOW WE MAY HAVE MOVED THE NEEDLE

## EMPOWERMENT

- / Held more than a dozen **Campus Conversations** on a variety of topics of interest in 2018.
- / Hosted multiple focus groups on a wide range of topics throughout last year.
- / Involved faculty and staff in design process for **2019 WVU Values Coins**.



Be sure to register your coin at [go.wvu.edu/coin-registry](https://go.wvu.edu/coin-registry).

# HOW WE MAY HAVE MOVED THE NEEDLE

## COACHING AND FEEDBACK

- / Rolled out WVU Employee Code of Conduct.
- / Launched Upward Feedback developmental tool for supervisors.
- / Held Ritz-Carlton Leadership Culture Retreat in partnership with several leaders and functional areas across the University.
- / Implemented enhanced new employee onboarding process (i.e., New Mountaineer Experience).
- / Rolled out Supervisors' Essentials and Solutions training campuswide.
- / Developed Supervisor/New Employee Guides for a Successful First Year.
- / Visit [talentandculture.wvu.edu/manage-and-lead](https://talentandculture.wvu.edu/manage-and-lead) for more.

# WVU CULTURE SURVEY NEXT STEPS

- / Talent and Culture and the Office of the Provost leadership have met with each unit and academic leader to review their individualized 2018 WVU Culture Survey results.
  - / Your leader will be sharing the results for your area soon (if they haven't already).
- / The focus of making these results actionable is on **student retention through faculty and staff engagement**.
- / Based on feedback from faculty focus groups last fall, the University is moving to a **two-year cycle** for the **WVU Culture Survey**.
  - / This new cadence will allow more time for the development of individual action plans and will help WVU better measure the effectiveness of the programs that are put in place.

# UPWARD FEEDBACK: BACKGROUND

- / Supervisors across WVU have a great responsibility in moving the University closer to fulfilling its mission.
  - / As people-leaders, supervisors are accountable for **efficiently managing assignments, working with their teams to achieve results** and **promoting a positive work environment** in their department or function.
  - / Supervisors also are instrumental in advancing WVU's culture.
- / Through recent WVU Culture Surveys and Campus Conversations with faculty and staff, the University recognizes many supervisors may not be aware of their individual strengths and opportunities for improvement as people-leaders.
- / Upward Feedback is designed to help supervisors identify their **leadership strengths** and **developmental opportunities** by capturing feedback from their direct reports.

# UPWARD FEEDBACK: BACKGROUND

- / Approximately 200 supervisors and employees across more than 70 schools, divisions and departments provided input in creating the final version of the questionnaire.
  - / The questions are aligned to WVU's values, performance elements and the WVU Employee Code of Conduct.
- / Upward Feedback rolled out to all staff employees across the WVU System in January 2019.
  - / Employees had two weeks to respond.
  - / Participation was not required; however, it was strongly encouraged.
  - / All responses are anonymous and confidential.
  - / The Upward Feedback process had a 44% overall response rate.

# UPWARD FEEDBACK: BACKGROUND

## SERVICE

- ✓ My supervisor advocates for the tools and training I need to do my job.
- ✓ My supervisor communicates relevant information.\*
- ✓ My supervisor is considerate of my work-life balance.\*
- ✓ My supervisor promotes a team-oriented workplace.

## CURIOSITY

- ✓ My supervisor values my work-related ideas and opinions.

## RESPECT

- ✓ My supervisor behaves in a respectful manner.
- ✓ My supervisor is considerate of my work-life balance.\*
- ✓ My supervisor is trustworthy.
- ✓ My supervisor leads without favoritism.

## ACCOUNTABILITY

- ✓ My supervisor addresses my concerns in a timely manner.
- ✓ My supervisor communicates clear expectations.
- ✓ My supervisor communicates relevant information.\*
- ✓ My supervisor provides useful feedback.

## APPRECIATION

- ✓ My supervisor appreciates my work.

*\* Statement spans more than one WVU value.*

# UPWARD FEEDBACK: OVERALL RESULTS

| UPWARD FEEDBACK STATEMENT RANKING |   | WVU VALUES               |
|-----------------------------------|---|--------------------------|
|                                   | My supervisor is considerate of my work-life balance.                   | Service / Respect        |
|                                   | My supervisor behaves in a respectful manner.                           | Respect                  |
|                                   | My supervisor appreciates my work.                                      | Appreciation             |
|                                   | My supervisor is trustworthy.   | Respect                  |
|                                   | My supervisor advocates for the tools and training I need to do my job. | Service                  |
|                                   | My supervisor values my work-related ideas and opinions.                | Curiosity                |
|                                   | My supervisor communicates relevant information.                        | Service / Accountability |
|                                   | My supervisor addresses my concerns in a timely manner.                 | Accountability           |
|                                   | My supervisor promotes a team-oriented workplace.                       | Service                  |
|                                   | My supervisor communicates clear expectations.                          | Accountability           |
|                                   | My supervisor provides useful feedback.                                 | Accountability           |
|                                   | My supervisor leads without favoritism.                                 | Respect                  |

 HIGHEST SCORING  
 LOWEST SCORING

# UPWARD FEEDBACK: HIGHEST-SCORING RESULTS

| UPWARD FEEDBACK STATEMENT RANKING |   | WVU VALUES               |
|-----------------------------------|---|--------------------------|
|                                   | My supervisor is considerate of my work-life balance.                   | Service / Respect        |
|                                   | My supervisor behaves in a respectful manner.                           | Respect                  |
|                                   | My supervisor appreciates my work.                                      | Appreciation             |
|                                   | My supervisor is trustworthy.   | Respect                  |
|                                   | My supervisor advocates for the tools and training I need to do my job. | Service                  |
|                                   | My supervisor values my work-related ideas and opinions.                | Curiosity                |
|                                   | My supervisor communicates relevant information.                        | Service / Accountability |
|                                   | My supervisor addresses my concerns in a timely manner.                 | Accountability           |
|                                   | My supervisor promotes a team-oriented workplace.                       | Service                  |
|                                   | My supervisor communicates clear expectations.                          | Accountability           |
|                                   | My supervisor provides useful feedback.                                 | Accountability           |
|                                   | My supervisor leads without favoritism.                                 | Respect                  |

 HIGHEST SCORING  
 LOWEST SCORING

# UPWARD FEEDBACK: LOWEST-SCORING RESULTS

| UPWARD FEEDBACK STATEMENT RANKING |   | WVU VALUES               |
|-----------------------------------|---|--------------------------|
|                                   | My supervisor is considerate of my work-life balance.                   | Service / Respect        |
|                                   | My supervisor behaves in a respectful manner.                           | Respect                  |
|                                   | My supervisor appreciates my work.                                      | Appreciation             |
|                                   | My supervisor is trustworthy.   | Respect                  |
|                                   | My supervisor advocates for the tools and training I need to do my job. | Service                  |
|                                   | My supervisor values my work-related ideas and opinions.                | Curiosity                |
|                                   | My supervisor communicates relevant information.                        | Service / Accountability |
|                                   | My supervisor addresses my concerns in a timely manner.                 | Accountability           |
|                                   | My supervisor promotes a team-oriented workplace.                       | Service                  |
|                                   | My supervisor communicates clear expectations.                          | Accountability           |
|                                   | My supervisor provides useful feedback.                                 | Accountability           |
|                                   | My supervisor leads without favoritism.                                 | Respect                  |

 HIGHEST SCORING  
 LOWEST SCORING

# UPWARD FEEDBACK: NEXT STEPS

- / The 2019 Upward Feedback responses are consistent with recent WVU Culture Survey results:
  - / The **highest-scoring results** align with a strong **Sense of Pride** among University employees as well as **High Expectations for Performance**.
  - / The **lowest-scoring results** indicate that **Coaching and Feedback** remains an opportunity for supervisors.
- / Talent and Culture is developing targeted training and development programs that address the lowest-scoring results.
- / In future years, supervisors with a designated number of direct reports/survey responses will receive a summary of the results within their specific area.

**QUESTIONS?**

# CONTACT INFORMATION

- / Visit the Talent and Culture website for more information.
- / An archived version of this Campus Conversation will be available at [bureaucracybusters.wvu.edu/campus-conversation](https://bureaucracybusters.wvu.edu/campus-conversation).
- / You may continue to submit questions to [campusconversations@mail.wvu.edu](mailto:campusconversations@mail.wvu.edu).
- / Stay tuned for upcoming Campus Conversations.