UTC’s Total Organizational Health Initiative: Update for Faculty Senate

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I would recommend UTC as a place to work to a close friend or family member who is seeking employment.

“True” or “False”? Why?
I would consider myself to be “positively engaged” in my career with UTC.

“True” or “False”? Why?
Highlights (?) from recent TOH-relevant staff and faculty surveys (2021 + 2022)
How likely would you be to recommend UT to a qualified friend or family member as a great place to work?

Employee Experience Score = (% of supporters - % detractors)

*benchmark = 11.3

**UT system:**
- 2021 = 26.3 (35.5% passives)
- 2022 = 26.3 (35.9% passives)

**UTC:**
- 2021 = 10.9 (38.8% passives)
- 2022 = -0.3 (36.2% passives)
**Strengths**

- Work personally meaningful and aligned with their values
- Strong perceived access to various supports to develop high-quality teaching
- Higher levels of belonging, positive relationships, and support for quality teaching with DH and colleagues than across the institution

**Challenges:**

- ~1 of 3 respondents reported experiencing offensive behavior, discrimination, isolation, or harassment at UTC
- Weaker sense of relationships and belongingness beyond the department
- Work-life balance is a source of stress and factor for faculty considering leaving the institution

2021 survey completed by 206 T/TT/NTT faculty members. Respondents roughly evenly split between male and female.
2022 survey completed by ~ 43% of 532 full-time faculty at UTC. Of these respondents:

- T = 53%, TT = 29%, NTT = 18%; 36% were Professor, 33% Assistant Professor, and 31% Associate Professor;
- ~80% earned current rank between 2011-2020 (79.2%), with 9% after 2021, 6.4% between 2001-2010, and 5.2% before 2000

**Strengths**

- High quality colleagues
- General satisfaction with UTC overall as a place to work (50-60%; highest for NTT, lowest for T)
  - *Higher within department (>70%)*
- High % likely would choose to work at UTC again (>60%)

**Challenges:**

- Low compensation
- Too much service demand
- Lack of diversity
- Satisfaction within department is not as high for minority faculty (at least in some departments)
• This survey also provided relatively rich data pertaining to the following factors that can affect faculty health, safety, well-being, and engagement (listed here in rough order of “health”):

  • Nature of work (generally a strength)
  • Shared governance (room for improvement, but strong in some departments)
  • The departmental environment (generally good, but not for all)
  • Tenure and promotion (standards/requirements, procedures)
  • Retention (ok, but could be better)
  • Collaboration and mentorship (more could be useful)
  • Availability of resources and support (some, but not enough)
  • Appreciation and recognition (inconsistent and poorly executed)
  • Leadership (better at DH level; worse at more distal, university level)
TOH initiative overview
TOH Initiative Objectives

• To use evidence-based and best practice methods to gather and translate data regarding employee engagement and well-being into action steps to positively influence the *Total Organizational Health (TOH)* of this institution.
  • Includes *all* employees (staff, faculty, and administrators)
• To implement and evaluate the effects of such actions within specific areas/units of the institution.
# UTC’s TOH-Staff Task Force

<table>
<thead>
<tr>
<th>Representative Area</th>
<th>Representative(s)</th>
<th>Title</th>
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<tbody>
<tr>
<td>Chair</td>
<td>Chris Cunningham</td>
<td>Guerry Professor and UC Foundation Professor, I-O Psychology</td>
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<tr>
<td>Academic Affairs</td>
<td>Shewanee Howard-Baptiste</td>
<td>Vice Provost</td>
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<td>Matt Matthews</td>
<td>Vice Provost</td>
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<tr>
<td>Finance &amp; Administration</td>
<td>Julie Brown and Nicole Gaines</td>
<td>Director of Employee Relations</td>
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<td></td>
<td>Anthony McClellan</td>
<td>Executive Director of Facilities Planning &amp; Operations</td>
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<td>Bob Jackson</td>
<td>Director of Safety &amp; Risk Management</td>
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<td>Enrollment Management &amp; Student Affairs</td>
<td>Jason Harville</td>
<td>Assistant Director of Student Success Programs</td>
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<td>Abeer Mustafa</td>
<td>Associate Vice Chancellor of Campus Life</td>
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<td>Information Technology</td>
<td>Robbie Reel</td>
<td>Director of Project Management Office</td>
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<td>Jess Williams</td>
<td>Network Engineer</td>
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<td>Diversity &amp; Engagement</td>
<td>Stacy Lightfoot</td>
<td>Vice Chancellor</td>
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<tr>
<td>Advancement</td>
<td>Laura Cagle</td>
<td>Director of Stewardship &amp; Donor Events</td>
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<tr>
<td>Communications &amp; Marketing</td>
<td>Steve Rumbaugh</td>
<td>Executive Director of Brand Management &amp; Creative Content</td>
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<td>Research and Graduate School</td>
<td>Meredith Perry</td>
<td>Assistant Vice Chancellor for Research</td>
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<tr>
<td>Athletics</td>
<td>Laura Herron</td>
<td>Executive Associate Athletics Director</td>
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<td>Supporting Members</td>
<td>Laure Pou</td>
<td>Assistant Vice Chancellor for Human Resources</td>
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<td>Employee Wellness</td>
<td>David Steele</td>
<td>Chief of Staff</td>
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<td>Dawn Ford</td>
<td>Employee Wellness Coordinator</td>
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# UTC’s TOH-Faculty Task Force

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<thead>
<tr>
<th>Representative Area</th>
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<tr>
<td>Faculty Senate</td>
<td>Don Reising (2023-2024 president)</td>
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<td>Jack Zibluk (president-elect)</td>
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<tr>
<td>Academic Affairs/Office of the Provost</td>
<td>Matt Matthews</td>
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<td>Chancellor’s Office</td>
<td>David Steele</td>
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<tr>
<td>College of Arts &amp; Sciences</td>
<td>Amanda Clark</td>
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<tr>
<td>College of Engineering &amp; Computer Science</td>
<td>Hong Qin</td>
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<td>Graduate School</td>
<td>Ethan Carver</td>
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<tr>
<td>College of Health, Education and Professional Studies</td>
<td>Chris Smith (or her nominee) and Cathy Scott</td>
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<td>Honors College</td>
<td>Will Kuby</td>
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<td>Human Resources</td>
<td>Laure Pou</td>
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<td>Research and Sponsored Programs</td>
<td>Meredith Perry</td>
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<tr>
<td>Library</td>
<td>Theresa Liedtka (at least for Fall)</td>
</tr>
<tr>
<td>Rollins College of Business</td>
<td>Mike Owens (or his nominee)</td>
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<td>NTT Faculty</td>
<td>Sarah Farnsley and Tiffany Mitchell</td>
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<td>Council of Department Heads</td>
<td>Michelle Deardorff</td>
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<tr>
<td>Diversity &amp; Engagement</td>
<td>Rosite Delgado</td>
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What is Total Organizational Health?

- **Worker health** = health, safety, and well-being (WHSWB) of individuals and groups
  - Physical, psychological, social
  - Not limited to work-domain experiences

- **Organizational health** = resilience and adaptability of the organization
  - Low dysfunctional turnover (adequate functional turnover)
  - Generally positive employee attitudes (satisfaction, commitment, employee experience)
  - Higher levels of perceived support, trust, and fairness
  - Consistent motivation, engagement, and performance
  - “Ownership mentality” and identification with one’s work
  - Knowledge of how one’s own efforts contribute to the mission of the organization

Expands our focus and impact beyond employee engagement to the broader quality of worklife and a more impactful Total Worker Health® framework
A Pathway to becoming an Employer of Choice

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles:

- **Protection from Harm**
  - Prioritize workplace physical and psychological safety
  - Enable adequate rest
  - Normalize and support mental health
  - Operationalize DEIA norms, policies, and programs

- **Connection & Community**
  - Create cultures of inclusion and belonging
  - Cultivate trusted relationships
  - Foster collaboration and teamwork

- **Work-Life Harmony**
  - Provide more autonomy over how work is done
  - Make schedules as flexible and predictable as possible
  - Increase access to paid leave
  - Respect boundaries between work and non-work time

- **Mattering at Work**
  - Provide a living wage
  - Engage workers in workplace decisions
  - Build a culture of gratitude and recognition
  - Connect individual work with organizational mission

- **Opportunity for Growth**
  - Offer quality training, education, and mentoring
  - Foster clear, equitable pathways for career advancement
  - Ensure relevant, reciprocal feedback

Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

- **Protection from Harm**
- **Connection & Community**
- **Work-Life Harmony**
- **Mattering at Work**
- **Opportunity for Growth**

https://tinyurl.com/USSGworkerwellbeing (USSG, 2022)
TOH Factor: Protection from Harm

Safety
- Protecting all workers from physical and non-physical harm, including injury, illness, discrimination, bullying, and harassment

Security
- Ensuring all workers feel secure financially and in their job future

Key Components
- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA norms, policies, and programs
TOH Factor: Connection + Community

Social support
- Having the networks and relationships that can offer physical and psychological help, and can mitigate feelings of loneliness and isolation

Belonging
- Feeling of being an accepted member of a group

Key Components
- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork
TOH Factor: Work-Life Harmony

**Autonomy**
- Control a worker has over when, where, and how they do their work

**Flexibility**
- Ability of workers to work when and where is best for them

**Key Components**
- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time
TOH Factor: Mattering at Work

Dignity
- Sense of being respected and valued

Meaning
- Sense of broader purpose and significance of one’s work

Key Components
- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission
TOH Factor: Opportunity for Growth

Learning
- Process of acquiring new skills and knowledge in the workplace

Accomplishment
- Outcome of meeting goals and having an impact

Key Components
- Offer quality training, education and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback
A Total Organizational Health Approach

• Building and sustaining Total Organizational Health requires a multilevel, total organization approach: The IGLOO Model

- Individual strategies
- Group strategies
- Leadership strategies
- Organizational strategies
- Overarching context strategies
Summary of efforts and progress to-date
Example TOH-Relevant Actions (Spring/Summer 2023)

**Protection from harm**
- Building safety trainings
- Personal alarm distribution
- Updated emergency response guide
- Increased effort toward transparency regarding budget

**Connection + community**
- Increased frequency and variety of social events within areas
- Unit/area retreats involving TOH themes
- New faculty welcome event

**Work-life harmony**
- Summer flex scheduling for staff
- Offering occasional WFH (when possible)

**Mattering at work**
- Multiple staff and faculty appreciation events
- Team retreat focusing on shared values

**Opportunity for growth**
- Self- and group-reflection activities to understand strengths
- Increased celebration of “wins” during regular staff meetings
- Guest speakers on TOH-related topics
Current and Next Steps

TOH-Staff
• Staff task force completes regular meetings (August 2023)
• Several infrastructure and process-oriented changes underway
• Intervention facilitation “guides” being finalized for use in specific areas
• Intervention roll-outs (continue Fall 2023 and beyond)

TOH-Faculty
• Steering committee finishes work (Summer into Fall 2023)
• Faculty task force begins its work (late August 2023)
Robust TOH-Focused Evaluation

As outlined in a recent email from the Chancellor, recurring annual surveys from the system + semi-annual (2x per year) progress check surveys:

- July 18 – Aug 1: Great Places to Work survey (random sample of all)
- September 15 – October 1: McLean survey (all staff employees)
- November 6 – 15: UTC TOH progress check (all employees)
- Late February 2023: COACHE survey (all faculty employees)
- April 8 – 17: UTC TOH progress check (all employees)

Please respond and encourage your colleagues to respond; This is one of the best opportunities to share your perspectives.
Questions/Feedback?

Please contact me if you would like help discussing and addressing TOH with your departments:

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or
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