

# 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?*

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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)

# McLean Data Regarding *Employee Experience* (Staff)

*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)

# College and University Teaching Environment (CUTE) Survey (Faculty)

*2021 survey completed by 206 T/TT/NTT faculty members.  
Respondents roughly evenly split between male and female.*

## **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

# Collaborative on Academic Careers in Higher Education (COACHE) Survey (Faculty)

*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)

# More from COACHE 2022

- 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

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

# UTC's TOH-Faculty Task Force

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

# 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

Expands our focus and impact beyond employee engagement to the broader quality of worklife and a more impactful *Total Worker Health*® framework

- **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

# 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.



## Components

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

### 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

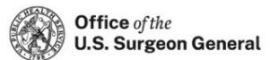
### Mattering at Work

- 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

\*Diversity, Equity,  
Inclusion & Accessibility



<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





## **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:  
[chris-cunningham@utc.edu](mailto:chris-cunningham@utc.edu)*

*or*

*x4264*

