

Hope College developed a 14-item Culture and Inclusion question set that was administered to faculty and staff members in 2015 and 2017 along with The Great Place to Work® survey. The Hope-developed item set was again administered in 2019 by the Hope College Culture Task Force as a stand-alone Pulse Survey with four additional questions and a progress scale for each item.

In May 2021 Frost Center for Data and Research again administered the Pulse Survey to full- and part-time faculty and staff members with a 49% response rate (n=430). Results point to four key findings:

- Overall survey responses suggest that Hope’s culture and sense of inclusion have improved from 2015 to 2021 and that our organization is moving in the right direction.
- Understanding of and working to achieve the college’s mission and Hope employee’s sense of being treated fairly are areas that scored highest for all demographic groups.
- While there are differences between staff and faculty responses, disparity in item scores for campus culture and sense of inclusion are most pronounced when comparing responses from our staff and faculty of color with those of their white colleagues.
- Areas where we have the greatest room for growth are demonstrating we value diversity and different worldviews; sensitivity and understanding in interactions with people of different races, ethnicities and cultures; and a sense of inclusion. While items in these areas were scored low across all groups, responses from our staff and faculty members of color are much lower. Additionally, staff and faculty of color do not see the organization moving in the right direction in these areas and are most likely to feel like an outsider at Hope.

**Overall responses and change 2015-2021.** Each of the 18 culture and inclusion items in the Pulse Survey is scored in two ways: *item scores* representing the percentage of respondents selecting “often true” and “almost always true” to each statement, and the *progress scale* representing the percentage of respondents identifying that the organization is “moving in the right direction,” is “about the same,” or is “worse.”

- For the 14 items measured from 2015 to 2021, we see an overall increase in item scores for 10 of the items. There is also a dip noted in 2019 scores, although there is less reliability in those data due to the small sample size as compared to the other three administrations.
- The four items where 2015 to 2021 scores decreased include “Our actions demonstrate that we value diversity” (-5%); “Staff demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures” (-8%); “Faculty demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures” (-9%); and “People with varied physical, cognitive and emotional abilities are treated fairly here” (-10%).
- The 2021 items with the highest overall scores are “The work I do helps achieve the college’s mission” (91%); “I have a clear understanding of the college’s mission” (86%); and “I am treated fairly” (72%).
- In 2021, the items with the lowest overall scores are “We demonstrate sensitivity and understanding in our interactions with people with different worldviews” (50%); “Our actions demonstrate that we value diversity” (50%); and “I feel like an outsider in our Hope culture.”

**Comparison of staff and faculty 2021 responses.** 190 respondents identified as faculty members (58% response rate) and 233 as staff (42% response rate). The 7 respondents who did not identify their employment category are not included in this section.

- Staff scores are higher than faculty scores for 17 of the 18 items. Differences between staff and faculty scores range from 2-20% with a median difference of 6%. The one item where faculty scores are higher is “The work I do helps achieve the college’s mission” where 93% of faculty respondents and 90% of staff selected “often true” or “almost always true.” The item with the greatest difference between staff and faculty scores is “I feel like an outsider in our Hope culture” where 66% of staff respondents indicated this is “often untrue” or “almost always untrue” while 46% of faculty responded this way.
- Differences between staff and faculty scores in 2021 for “Moving in the right direction” are not as pronounced as the item scores, with a 1-10% range and a median difference of 4%. Overall, staff and faculty members are generally in agreement that we are moving in the right direction.

**Comparison by race/ethnicity within 2021 responses.** Thirty-seven respondents identified as a staff or faculty of color<sup>1</sup> (a 35% response rate), and 348 as white (a 45% response rate). The 44 respondents who did not provide their race/ethnicity are not included in this section.

- Responses from staff and faculty members of color identify only three culture and inclusion items where 65% or more respondents indicate “often true” or almost always true” while there are nine items where white staff and faculty scores of “often true” or “almost always true” exceed 65%.
- Staff and faculty of color, similar to respondents identifying as white, score “I have a clear understanding of the college’s mission” and “The work I do helps achieve the college’s mission” the highest. In the next highest overall-rated item, “I am treated fairly,” 58% of staff and faculty of color responded “often true” or “almost always true,” while 78% of white staff and faculty responded in this way.
- As a reverse scaled item, “I feel like an outsider in our Hope culture,” 34% of staff and faculty of color indicate this is “often untrue” or “almost always untrue” while 63% of their white colleagues had these responses. For both staff and faculty of color and white staff and faculty this is the item with the lowest percentage indicating we are “moving in the right direction” (8% of staff and faculty of color and 6% of white staff and faculty).<sup>2</sup>

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<sup>1</sup> While the preference is separating data for staff or faculty of color by specific race/ethnicity (recognizing that experiences of individuals of different races and ethnicities can be quite different), the small number limits our ability to be confident in the data without aggregating for all staff and faculty of color.

<sup>2</sup> This is the only reverse-scored item in the survey and could cause misunderstanding for respondents. It is suggested that this question is rephrased prior to the next administration.

### Hope College Culture and Inclusion Item Scores 2015-2017-2019-2021

	Organization Perspective Percent indicating <i>often true</i> and <i>almost always true</i>				2015-2021 Change	Direction from 2017-2019			Direction from 2019-2021		
	2015 (n=594)	2017 (n=558)	2019 (n=196)	2021 (n=430)		Moving in the right direction	About the same	Worse	Moving in the right direction	About the same	Worse
I can voice my opinions and concerns to leadership without fear of negative consequences.	48%	53%	51%	65%	17%	18%	55%	27%	33%	58%	10%
I have a clear understanding of the college's mission.	83%	86%	78%	86%	3%	30%	51%	19%	37%	60%	4%
The work I do helps achieve the college's mission.	86%	90%	84%	91%	5%	31%	62%	6%	32%	66%	2%
Leadership demonstrates its commitment to creating a diverse and inclusive workplace.	57%	64%	52%	64%	7%	39%	51%	10%	55%	40%	5%
Our actions demonstrate that we value diversity.	55%	58%	44%	50%	-5%	36%	52%	12%	54%	41%	5%
Faculty demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	68%	70%	52%	59%	-9%	28%	66%	6%	43%	53%	4%
Staff demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	66%	70%	57%	58%	-8%	29%	65%	6%	39%	59%	2%
Leadership demonstrates sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	63%	67%	56%	66%	3%	31%	61%	7%	52%	44%	4%
Leadership acts in the best interest of employees when making decisions.	51%	53%	50%	56%	5%	21%	57%	22%	32%	58%	10%
We value discourse and dialogue about issues on which opinions differ.	47%	53%	36%	52%	5%	20%	52%	28%	36%	53%	11%
We respect and value differing Christian theological perspectives and denominational traditions.	60%	63%	52%	60%	0%	26%	62%	13%	24%	70%	6%
My opinions are valued.	53%	76%	47%	61%	8%	19%	63%	18%	18%	73%	9%
I trust leadership to use the findings of this survey to make the college a better place to work.	63%	78%	58%	67%	4%	37%	48%	15%	43%	51%	6%
People with varied physical, cognitive and emotional abilities are treated fairly here.	74%	86%	59%	64%	-10%	23%	65%	12%	28%	69%	3%
<b>Hope-developed Culture &amp; Inclusion Index Score</b> (mean of item scores)	<b>62%</b>	<b>66%</b>	<b>55%</b>	<b>64%</b>	<b>2%</b>						
<b>Items added in 2019</b>											
I feel like an outsider in our Hope culture*			39%	57%		15%	67%	18%	15%	77%	8%
If I voice my thoughts to leadership, I can be assured of getting a response			42%	60%		23%	64%	13%	26%	65%	9%
We demonstrate sensitivity and understanding in our interactions with people with different worldviews			50%	50%		21%	66%	13%	31%	62%	7%
I am treated fairly			70%	72%		19%	69%	12%	21%	73%	6%

\* **Reverse scale:** Item score is the percent of respondents indicating "often untrue" and "almost always untrue"

## Hope College Culture and Inclusion Item Scores 2021 by Staff and Faculty

	Organization Perspective									
	Staff 2021 (n=233)					Faculty 2021 (n=190)				
	Indicating <i>often true</i> and <i>almost always true</i>		Direction from 2019-2021			Indicating <i>often true</i> and <i>almost always true</i>		Direction from 2019-2021		
	# Staff	% Staff	Moving in the right direction	About the same	Worse	# Faculty	% Faculty	Moving in the right direction	About the same	Worse
I can voice my opinions and concerns to leadership without fear of negative consequences.	155	69%	29%	64%	7%	112	59%	36%	51%	14%
I have a clear understanding of the college's mission.	199	87%	37%	60%	3%	157	84%	36%	59%	6%
The work I do helps achieve the college's mission.	205	90%	32%	67%	2%	175	93%	33%	65%	2%
Leadership demonstrates its commitment to creating a diverse and inclusive workplace.	157	69%	57%	40%	3%	104	56%	54%	39%	7%
Our actions demonstrate that we value diversity.	127	56%	58%	39%	4%	78	41%	49%	43%	8%
Faculty demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	135	61%	43%	55%	2%	105	57%	44%	50%	6%
Staff demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	141	63%	42%	57%	1%	93	52%	36%	61%	3%
Leadership demonstrates sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	149	67%	51%	46%	3%	118	64%	52%	42%	6%
Leadership acts in the best interest of employees when making decisions.	140	62%	37%	46%	3%	89	48%	27%	61%	12%
We value discourse and dialogue about issues on which opinions differ.	129	56%	33%	58%	9%	86	46%	38%	47%	15%
We respect and value differing Christian theological perspectives and denominational traditions.	138	62%	27%	70%	3%	109	58%	22%	70%	9%
My opinions are valued.	141	62%	19%	73%	8%	112	59%	17%	72%	11%
I trust leadership to use the findings of this survey to make the college a better place to work.	157	69%	40%	56%	4%	121	64%	46%	46%	8%
People with varied physical, cognitive and emotional abilities are treated fairly here.	145	65%	30%	68%	2%	115	63%	27%	70%	3%
<b>Hope-developed Culture &amp; Inclusion Index Score</b> (mean of item scores)	<b>67%</b>					<b>60%</b>				
<b>Items added in 2019</b>										
I feel like an outsider in our Hope culture*	149	66%	6%	79%	15%	86	46%	12%	75%	13%
If I voice my thoughts to leadership, I can be assured of getting a response	144	63%	27%	66%	7%	107	57%	26%	64%	11%
We demonstrate sensitivity and understanding in our interactions with people with different worldviews	125	55%	34%	60%	6%	85	45%	29%	63%	9%
I am treated fairly	176	77%	22%	74%	5%	126	68%	20%	72%	8%

\* **Reverse scale:** Item score is the percent of respondents indicating "often untrue" and "almost always untrue"

Hope College Culture and Inclusion Item Scores 2021 by Staff and Faculty Race/Ethnicity										
	Organization Perspective									
	Staff and Faculty of Color 2021 (n=37)					White Staff and Faculty 2021 (n= 349)				
	Indicating <i>often true and almost always true</i>		Direction from 2019-2021			Indicating <i>often true and almost always true</i>		Direction from 2019-2021		
	Number	Percent	Moving in the right direction	About the same	Worse	Number	Percent	Moving in the right direction	About the same	Worse
I can voice my opinions and concerns to leadership without fear of negative consequences.	17	46%	30%	63%	7%	238	70%	33%	58%	8%
I have a clear understanding of the college's mission.	29	81%	33%	63%	4%	307	90%	37%	61%	2%
The work I do helps achieve the college's mission.	33	89%	42%	58%	0%	317	93%	31%	67%	2%
Leadership demonstrates its commitment to creating a diverse and inclusive workplace.	15	46%	38%	55%	7%	233	68%	59%	38%	3%
Our actions demonstrate that we value diversity.	12	35%	35%	55%	10%	185	54%	58%	38%	3%
Faculty demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	11	31%	29%	64%	7%	215	64%	48%	50%	2%
Staff demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	10	29%	22%	70%	7%	211	63%	43%	57%	1%
Leadership demonstrates sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	16	44%	39%	54%	7%	238	71%	55%	41%	3%
Leadership acts in the best interest of employees when making decisions.	18	51%	21%	68%	11%	199	58%	34%	57%	9%
We value discourse and dialogue about issues on which opinions differ.	17	47%	31%	58%	12%	190	55%	38%	54%	9%
We respect and value differing Christian theological perspectives and denominational traditions.	21	58%	27%	69%	4%	211	62%	24%	71%	5%
My opinions are valued.	20	54%	23%	62%	15%	224	65%	18%	75%	8%
I trust leadership to use the findings of this survey to make the college a better place to work.	19	53%	36%	61%	4%	246	72%	46%	49%	5%
People with varied physical, cognitive and emotional abilities are treated fairly here.	24	67%	23%	65%	12%	217	65%	30%	69%	1%
<b>Hope-developed Culture &amp; Inclusion Index Score</b> (mean of item scores)	<b>52%</b>					<b>68%</b>				
<b>Items added in 2019</b>										
I feel like an outsider in our Hope culture*	12	34%	8%	69%	23%	214	63%	6%	80%	14%
If I voice my thoughts to leadership, I can be assured of getting a response	19	51%	31%	65%	4%	217	64%	26%	64%	10%
We demonstrate sensitivity and understanding in our interactions with people with different worldviews	15	42%	30%	59%	11%	183	54%	34%	62%	5%
I am treated fairly	21	58%	26%	67%	7%	266	78%	21%	74%	5%
* <b>Reverse scale:</b> Item score is the percent of respondents indicating "often untrue" and "almost always untrue"										

Hope College Culture and Inclusion Item Scores 2021 by Disability & Chronic Condition										
	Organization Perspective									
	Staff & Faculty with Disability/Chronic Condition 2021 (n= 33)					Staff & Faculty without Disability/Chronic Condition 2021 (n= 349)				
	Indicating <i>often true</i> and <i>almost always true</i>		Direction from 2019-2021			Indicating <i>often true</i> and <i>almost always true</i>		Direction from 2019-2021		
	Number	Percent	Moving in the right direction	About the same	Worse	Number	Percent	Moving in the right direction	About the same	Worse
I can voice my opinions and concerns to leadership without fear of negative consequences.	16	50%	42%	46%	12%	266	78%	32%	59%	9%
I have a clear understanding of the college's mission.	23	72%	33%	61%	6%	306	89%	37%	60%	3%
The work I do helps achieve the college's mission.	29	91%	42%	55%	3%	318	92%	32%	66%	2%
Leadership demonstrates its commitment to creating a diverse and inclusive workplace.	18	58%	58%	33%	9%	222	65%	56%	41%	3%
Our actions demonstrate that we value diversity.	14	45%	52%	42%	6%	278	51%	55%	41%	4%
Faculty demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	16	53%	39%	61%	0%	203	60%	44%	52%	3%
Staff demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	16	52%	37%	64%	0%	196	59%	40%	58%	2%
Leadership demonstrates sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	16	52%	49%	46%	6%	229	68%	53%	44%	3%
Leadership acts in the best interest of employees when making decisions.	17	53%	46%	49%	6%	198	58%	31%	60%	9%
We value discourse and dialogue about issues on which opinions differ.	19	59%	42%	49%	9%	181	53%	35%	55%	10%
We respect and value differing Christian theological perspectives and denominational traditions.	15	47%	27%	61%	12%	215	63%	25%	72%	3%
My opinions are valued.	17	53%	19%	72%	9%	218	63%	19%	73%	9%
I trust leadership to use the findings of this survey to make the college a better place to work.	22	69%	52%	39%	9%	241	70%	44%	51%	5%
People with varied physical, cognitive and emotional abilities are treated fairly here.	17	53%	36%	64%	0%	223	67%	28%	70%	2%
<b>Hope-developed Culture &amp; Inclusion Index Score</b> (mean of item scores)	<b>58%</b>					<b>69%</b>				
<b>Items added in 2019</b>										
I feel like an outsider in our Hope culture*	13	41%	19%	72%	9%	203	59%	13%	80%	7%
If I voice my thoughts to leadership, I can be assured of getting a response	16	50%	29%	68%	3%	217	63%	26%	65%	9%
We demonstrate sensitivity and understanding in our interactions with people with different worldviews	16	50%	45%	48%	6%	173	50%	30%	65%	5%
I am treated fairly	19	59%	30%	63%	7%	266	77%	20%	74%	6%
* <b>Reverse scale:</b> Item score is the percent of respondents indicating "often untrue" and "almost always untrue"										

## Hope College Culture and Inclusion Item Scores 2021 by Gender

	Organization Perspective									
	Male-Man Staff & Faculty 2021 (n=169)					Female-Woman Staff & Faculty 2021 (n=216)				
	Indicating <i>often true and almost always true</i>		Direction from 2019-2021			Indicating <i>often true and almost always true</i>		Direction from 2019-2021		
	Number	Percent	Moving in the right direction	About the same	Worse	Number	Percent	Moving in the right direction	About the same	Worse
I can voice my opinions and concerns to leadership without fear of negative consequences.	116	69%	34%	55%	11%	131	63%	33%	60%	7%
I have a clear understanding of the college's mission.	145	87%	36%	61%	3%	184	87%	40%	58%	3%
The work I do helps achieve the college's mission.	155	92%	34%	63%	3%	192	91%	32%	66%	1%
Leadership demonstrates its commitment to creating a diverse and inclusive workplace.	119	72%	56%	40%	4%	124	59%	59%	36%	4%
Our actions demonstrate that we value diversity.	87	52%	56%	40%	5%	100	48%	56%	39%	4%
Faculty demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	106	65%	44%	55%	1%	111	54%	46%	51%	3%
Staff demonstrate sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	103	64%	39%	59%	2%	108	53%	40%	59%	1%
Leadership demonstrates sensitivity and understanding in their interactions with people of different races, ethnicities and cultures.	117	72%	49%	47%	4%	129	63%	58%	39%	3%
Leadership acts in the best interest of employees when making decisions.	107	64%	30%	60%	10%	107	51%	37%	55%	8%
We value discourse and dialogue about issues on which opinions differ.	95	56%	34%	55%	11%	106	51%	42%	49%	9%
We respect and value differing Christian theological perspectives and denominational traditions.	109	66%	26%	70%	5%	119	57%	26%	69%	5%
My opinions are valued.	113	67%	17%	74%	9%	124	59%	20%	73%	7%
I trust leadership to use the findings of this survey to make the college a better place to work.	121	72%	47%	46%	7%	140	67%	42%	52%	3%
People with varied physical, cognitive and emotional abilities are treated fairly here.	119	73%	31%	68%	1%	123	60%	26%	72%	2%
<b>Hope-developed Culture &amp; Inclusion Index Score</b> (mean of item scores)	<b>69%</b>					<b>62%</b>				
<b>Items added in 2019</b>										
I feel like an outsider in our Hope culture*	97	58%	16%	76%	8%	124	59%	14%	80%	6%
If I voice my thoughts to leadership, I can be assured of getting a response	112	66%	29%	61%	10%	121	58%	25%	67%	7%
We demonstrate sensitivity and understanding in our interactions with people with different worldviews	93	56%	30%	63%	7%	100	48%	35%	60%	5%
I am treated fairly	131	78%	23%	70%	7%	150	61%	20%	76%	5%

\* **Reverse scale:** Item score is the percent of respondents indicating "often untrue" and "almost always untrue"