<p align="center">**Division of Student Affairs**
Staff Wellbeing and Appreciation Committee
Staff Needs Assessment
October 2020</p>

Purpose of Assessment

The DSA Staff Wellbeing and Appreciate Committee (SWAC) wanted to understand staff members' impressions, current behavior, and needs in the areas of appreciation and wellbeing. Additionally, the committee wanted to learn about staff members' current work environment if that is on campus or in an alternative location due to the COVID-19 pandemic. This is the second time Student Life Studies has worked with the division committee to assess staff's needs, although the focus for several areas changed. The last needs assessment was in the spring semester of 2018.

Method and Sample

The electronic survey was developed using Qualtrics®, a survey design software that creates web-based forms and databases. The survey was a collaborative effort with the DSA Diversity Committee and included specific topics for each committee. This report covers appreciation, wellbeing, and current work environments for the Staff Wellbeing and Appreciation Committee (SWAC). The 58-question survey consisted of 51 quantitative and seven qualitative questions. Due to branching technology, not all respondents saw all the questions.

The survey link was sent via email on October 5, 2020, to 575 division staff members. Non-respondents received up to three reminders before the survey closed on October 20, 2020. Of the 575 staff members receiving the survey link, 403 took some part of the survey, yielding a 70% response rate (up 15% from the 55% response rate in 2018).

Key Findings and Recommendations

Student Life Studies identified several key findings and developed actionable recommendations the committee may take based on the results. However, the DSA Staff Wellbeing and Appreciation Committee may identify other findings using their knowledge and understanding of the topics. Committee members are strongly encouraged to read all the results and qualitative comments to gain a fuller understanding of staff members' experiences, especially since a wide-range of feelings and comments were provided.

- Many staff members were satisfied with the appreciation efforts by departments and the division; however, this was not consistent for all staff members. Staff members reported wanting a higher frequency of recognition from departments than from the division or university. Additionally, staff members wanted recognition from their direct supervisor the most.
    - o Individual departments might want to inventory what appreciation efforts are being done and how often. Including staff members in this discussion may be valuable to understand better if department leadership and staff members consider the same efforts as being a form of appreciation.
    - o SWAC is encouraged to work with the Office of the Vice President for Student Affairs and the awards committee to continue formal appreciation efforts each semester. The committee may also want to explore increasing smaller appreciation efforts that can occur more frequently.
    - o The Staff Wellbeing and Appreciation Committee might consider offering a supervisor training focused on appreciating staff members. This could be a collaborative effort with the staff development team. This idea also fits with the division's focus on utilizing results from the Gallup Q12 assessment administered in 2019.

- Personal health benefits are a main motivator for staff to participate in wellness activities. A high percentage of staff responding to the survey rated themselves as doing a variety of wellness practices. However, half or less of the staff indicated they were involved in a meaningful community organization or getting enough sleep to feel rested most nights.
    - Several ideas were shared by staff for possible program opportunities SWAC could explore including financial programs (investing, retirement, legal documents), mental health programs (stress management, work/life balance), physical programs (healthy cooking/eating, sleep, nutrition), and community programs (community organization fair, networking).
    - The Staff Wellbeing and Appreciation Committee might examine programs that have been offered and the value from those for staff members. Three specific programs that could be looked at are the adopt-a-park, wellness grants, and healthy food for the holiday recipe book. The committee may want to determine if the topics or format are best at reaching staff members or if additional marketing could be done to increase involvement in those types of programs.
    - The Staff Wellbeing and Appreciation Committee might consider offering a supervisor training focused on supporting staff members' wellbeing efforts.

- Staff members reported generally feeling safe regarding COVID-19 while working on campus. Staff also shared the high mental toll the COVID-19 pandemic has taken on them and feeling disconnected or isolated. Staff members reported many benefits from working remotely as well as offering programs and services remotely to students. Additionally, staff members expressed an interest in continuing to work remotely.
    - Departments, workgroups, and committees may want to discuss how staff feel disconnected, whether working remotely or on campus, and how to address this. This might be especially important since the spring semester does not currently look to have significant changes in terms of university guidelines. Departments are encouraged to plan and provide meaningful opportunities for connection while continue to prioritize employee safety.
    - The division might discuss options and expectations related to staff working remotely on a part-time basis. Many staff feel as productive working from home as they do on campus; however, this may be something departments need to determine if that is the case. Staff members shared that working from home one or two days a week would help maintain some work/life balance and support their overall wellbeing.
    - Departments may want to explore continuing to offer virtual programs and services with in-person options. For certain activities, there could be some value in providing flexibility for students. Even as the university moves to more in-person classes and activities, departments might determine that some remote services and programs are a more successful option.

- Another factor also to consider is the departments responding to the survey. Both Counseling and Psychological Services and Student Health Services have been impacted greatly in the way they do their work and the increase in workload during this COVID-19 pandemic. It is likely, that staff in those two departments have faced significant stressors during this time. However, both departments had a 48% response rate of the staff members in their department participating in the survey.
    - The Office of the Vice President for Student Affairs is encouraged to work with these two departments and ensure their voices are heard and if they may have unique concerns in their safety working on campus, which may be influencing their level of personal wellbeing and perception of feeling appreciated.

- The Staff Wellbeing and Appreciation Committee is strongly encouraged to share the results widely with stakeholders such as the Office of the Vice President of Student Affairs, other division committees, and all department directors. Student Life Studies can provide results for individual departments if the number of responses is high enough. SWAC is also encouraged to share that disaggregated results by departments is available.

Results

Results will be reported as means, standard deviations (sd), and frequency percentages for the number of people (n) who responded to the question. For ease of reading, frequency percentages have been rounded to the nearest whole percent, so totals may not add up to exactly 100%. Tables are in descending mean or frequency order unless otherwise specified. Summary themes for the qualitative responses are included in this report; the full list of responses can be found in a separate document. Comparisons will be made to the 2018 assessment where appropriate. This report is divided into four sections: Staff Appreciation, Staff Wellbeing, Current Work Environments, and Demographics.

Staff Appreciation

Survey respondents were told that for this survey, appreciation events were defined as opportunities to recognize staff achievements and/or provide enjoyment to staff members in the Division of Student Affairs. Division staff was asked how often they thought staff should be recognized or appreciated. Table 1 illustrates that staff members thought that recognition by the department should occur more frequently than by the division or university. In 2018, the scale was different and therefore a quantitative comparison cannot be made; however, staff still felt that recognition by the department should be more frequent than by the division or university.

How often do you think staff should be recognized/appreciated?	Weekly (5)	More than once a Month (4)	Monthly (3)	Each semester (2)	Annually (1)	2020 Mean (sd) [n]
By the department	6%	14%	38%	31%	11%	2.74 (1.04) [359]
By the division	1%	2%	19%	47%	31%	1.95 (.82) [352]
By the university	1%	2%	5%	29%	64%	1.47 (.75) [353]

Table 1: Frequency of Recognition

Additionally, staff members were asked about their level of satisfaction or dissatisfaction with current appreciation efforts. Table 2, on the following page, shows that staff members were slightly more satisfied with the division's appreciation efforts than the department or university efforts. However, the level of satisfaction for division efforts decreased 19% compared to 2018, when 66% of staff respondents reported being satisfied (22% were highly satisfied and 44% were satisfied).

How satisfied or dissatisfied are you with the current appreciation efforts offered?	Highly Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied (1)	2020 Mean (sd) [n]	2018 Mean (sd) [n]
By the division	10%	37%	37%	11%	4%	3.38 (.96) [355]	3.82 (.89) [250]
By the department	15%	34%	30%	13%	8%	3.36 (1.11) [359]	*
By the university	7%	28%	44%	15%	6%	3.18 (.97) [353]	*

Table 2: Level of Satisfaction with Recognition
*Question was not asked

Respondents were asked to explain their response to the level of satisfaction or dissatisfaction with the current appreciation efforts and 140 provided feedback. Staff members who were generally dissatisfied with one or more levels (department, division, or university) shared that there is little or no recognition, that there needs to be methods that are more creative, there needs to be more recognition in general, and that the email messages or generic verbal words do not make them feel valued. Some talked specifically about the COVID-19 time and that they have worked harder or more hours, but have not felt appreciated for all the extra efforts. There were several comments about not receiving merit this year, which in some sense staff understood, but were still frustrated. There were also many comments about the formal awards ceremony; some felt that the same types of people always win, that it is less about the actual work one does and more about the nomination put together, and that the categories do not fit all job descriptions. Staff members who were satisfied with one or more of the levels commented on the great effort, recognizing all staff, the creative methods, and that appreciation efforts are excellent. Several felt there was more recognition in the departments and division compared to the university. While overall satisfied, some also reported they would like to see additional smaller appreciation efforts, beyond the formal ceremonies, and that these efforts occur more regularly. Those who were neutral regarding the appreciation efforts often said that they were here to do a job and not to be recognized or appreciated.

Using a select all that apply option, staff members were asked how they liked to be recognized and appreciated by the department and division. Table 3, in descending order by the division on the following page, shows a preference for receiving merit from both the department and division. Staff members expressed a preference to receive all appreciation methods from the department at a higher rate than from the division. Respondents had the opportunity to write a response for the "other" option and 13 shared a wide range of ideas. A couple of staff talked about the importance of merit or financial recognition such as cash, discounted childcare options, or lunch. Other suggestions included being nominated for awards in professional organizations, recognizing areas of responsibility in work, staffing departments appropriately, and giving flexibility in workload. Others mentioned including family members and prioritizing fun activities with co-workers.

In what ways do you like to be recognized and appreciated? (select all that apply)	Department [n=351]	Division [n=351]
Receive merit (regular or one-time)	89%	69%
Receive administrative leave	77%	52%
Be nominated for an award	52%	47%
Have my work or contribution noticed/acknowledged	75%	45%
Be asked my opinion or idea	75%	42%
Receive a note or card	58%	41%
Receive praise/positive feedback public	49%	41%
Receive new opportunities or different work	62%	40%
Receive praise/positive feedback in private	79%	37%
Have a celebration event	39%	37%
I prefer no recognition	2%	3%
Other, please list:	2%	2%

Table 3: Preferred Method of Recognition

When asked from whom they preferred to receive recognition, staff members most commonly selected their direct supervisor, followed by their department head, as seen in Table 4. Staff members who wrote one of the 14 comments for the "other" option, stated they want to receive recognition from anyone, clients, students, external stakeholders, and the university president.

From whom do you prefer to receive recognition? (select all that apply)	2020 Frequently Percentage [n=338]
Direct supervisor	89%
Department head	73%
Colleagues in my department	58%
Colleagues outside my department	38%
Vice President's Office	49%
Other, please list:	4%

Table 4: Receiving Recognition

Staff Wellbeing

Survey respondents were told that for this survey, wellbeing was defined as maintaining a happy, healthy, and balanced quality of life. Using a check all that apply option, staff members were asked about the factors that motivated them to participate in wellness activities. Table 5 shows that improving or maintaining one's health or quality of life were the most common motivating factors. Of the factors provided, winning prizes was the least selected motivator. Alternatively, 7% of staff responding to this question reported that none of the options motivated them to participate in wellness activities. Staff selecting the "other" response option were given the opportunity to write a comment. Of the 15 respondents who wrote something, there were several different ideas including making it a competition, having the time to attend activities, getting out of the office, and spending time with co-workers or family.

Which of the following factors, if any, motivate you to participate in wellness activities? (Select all that apply)	2020 Frequency Percentage [n=345]	2018 Frequency Percentage [n=259]
Improve/maintain my health	81%	84%
Improve/maintain my quality of life	72%	66%
To spend time with friends/social atmosphere	44%	31%
Take advantage of activities at work	39%	31%
Win prizes	30%	22%
None of the above	7%	5%
Other; please list	5%	3%

Table 5: Motivating Factors

Staff members were asked to rate themselves on a series of statements related to the five areas of wellbeing from the wellbeing model utilized by the division. The five areas of wellbeing include career/purpose, social, financial, physical, and community wellbeing. Table 6, on the following page, demonstrates that staff most agreed in using their strengths most days, having a strong network of friends, family, and colleagues, and regularly engaging in activities that are enjoyable to them. Staff least agreed on the options that they engaged in meaningful community organizations, got enough sleep to feel well-rested most nights, or ate well-balanced meals regularly.

Please rate yourself in these areas of wellbeing:	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	2020 Mean (sd) [n]
I use my strengths most days.	32%	55%	8%	5%	1%	4.11 (.82) [347]
I have a strong network of friends, family, and colleagues.	31%	47%	15%	6%	1%	4.01 (.89) [346]
I regularly engage in activities that are enjoyable to me.	29%	50%	17%	5%	<1%	4.01 (.82) [346]
I have automatic financial systems in place.	27%	44%	17%	10%	1%	3.86 (.97) [341]
I have someone at work who encourages my growth.	22%	46%	20%	9%	3%	3.76 (.99) [344]
I spend time daily socializing with friends, family and colleagues (this includes in-person, virtual, phone, electronic, etc.).	19%	50%	18%	10%	2%	3.74 (.95) [346]
I regularly spend money on others.	19%	42%	26%	10%	2%	3.67 (.96) [347]
I get 20 minutes or more of physical activity most days.	28%	37%	14%	16%	5%	3.67 (1.18) [347]
I enjoy being around others from work in social settings.	15%	46%	30%	8%	3%	3.62 (.92) [345]
I engage in activities that allow me to process my stress effectively.	16%	44%	27%	12%	1%	3.60 (.93) [347]
I eat well-balanced meals regularly.	16%	42%	23%	17%	2%	3.52 (1.02) [346]
I sleep enough to feel well-rested most nights.	14%	37%	19%	24%	6%	3.30 (1.16) [347]
I participate in the community with organizations that are meaningful to me.	15%	32%	23%	27%	4%	3.28 (1.11) [344]

Table 6: Areas of Wellbeing

When asked about the topics of wellbeing that they would like additional information or programming on, 76 staff members wrote a wide-range of responses. Many would like to see financial programs such as investing, retirement, legal documents, and growing financial revenue. There were numerous ideas related to physical wellbeing including healthy cooking and eating, exercising, nutrition, and using wellness release time. Several

mentioned mental health including stress management, meditation, and work/life balance. Others suggested topic was how to get involved in the community, networking with others in the division, and social activities.

To better understand staff preferences in terms of programming, respondents were asked about programming formats they prefer, using a select all that apply question. Table 7 indicates that staff had a stronger interest for in-person or virtual workshops. Of the provided formats, finding information on their own was the least preferred method of respondents. Eight staff members wrote a response for the "other" option including a comedian or performer, not having an interest, it depends on the type of wellbeing aspect, a wellness blog, and that they would rather see the resources spent on employee compensation. In 2018, this question was formatted to allow staff members to rank the order of their preferences. A quantitative comparison cannot be made; however, the responses were in the same order of preference.

What programming format do you typically prefer? (Select all that apply)	2020 Frequency Percentage [n=336]
In-person/virtual workshop - guest speaker or lecture style	66%
In-person/virtual workshop – activity-based	49%
In-person/virtual social event	46%
Website resources	42%
Videos	36%
Newsletters	27%
Find information on your own	19%
Other, please list:	2%

Table 7: Programming Formats

When asked how likely they were to participate in wellbeing activities sponsored by the division, 60% of staff members reported being likely (14% were very likely and 46% were likely). Just over one-quarter (27%) were neutral, 10% were unlikely, and 3% said they were not at all likely (mean=3.58/5.00; sd=.96; n=349). This is slightly lower than in 2018 when two-thirds (67%) of the staff reported they were likely to participate (18% were very likely and 49% were likely). Additionally, 23% were neutral, 7% were not likely, and 4% said they were not at all likely (mean=3.70/5/00; sd=.97; n=259).

Using a select all that apply question, staff were asked to identify the DSA SWAC activities they have participated in previously. Table 8, on the following page, illustrates that almost two-thirds of staff responding to this survey participated in the Years of Service Celebration and half or more participated in the My Evive program or Walk Across Texas. Alternatively, 9% of responding staff members indicated they had not participated in any of the activities.

What DSA SWAC activities have you participated in previously? (select all that apply)	2020 Frequency Percentage [n=354]
Years of Service Celebration	72%
My Evive Program	57%
Walk Across Texas	50%
Financial Planning Workshop (retirement, getting started, long-term savings, maximizing your insurance)	31%
SWAC Snacks	28%
Take Me Out to the Ballgame	22%
Food for Families Food Drive	18%
None	9%
Adopt-A-Park	5%
Wellness Grant	4%
Healthy Food for the Holidays (recipe book)	3%

Table 8: DSA SWAC Participation

Based on the activities staff members reported participating in, staff members were asked which activity they enjoyed the most. Table 9 reveals that staff members enjoy the Years of Service Celebration the most. Staff members were also least likely to select adopt-a-park, the wellness grant, and the healthy food for the holiday recipe book as what they enjoyed the most.

Which DSA SWAC activity did you enjoy the most?	2020 Frequency Percentage [n=303]
Years of Service Celebration	39%
Walk Across Texas	20%
Take Me Out to the Ballgame	13%
My Evive Program	9%
Financial Planning Workshop (retirement, getting started, long-term savings, maximizing your insurance)	9%
SWAC Snacks	5%
Food for Families Food Drive	4%
Adopt-A-Park	1%
Wellness Grant	1%
Healthy Food for the Holidays (recipe book)	1%

Table 9: DSA SWAC Activity Enjoyment

<u>Current Work Environments</u>

The final section was to gather feedback from staff members to determine how staff were doing currently with their work environment during the COVID-19 pandemic, understand what is working for staff members, and identify areas that could be adjusted. Staff members were asked to approximate how much they are working remotely, if at all. Of the 354 responses, 9% were working 100% remotely, 35% were working 50% or more remotely, 22% were working remotely less than 50%, and 34% were working 100% on campus.

Those who were working some amount on campus (n=324) were asked two follow-up questions. They were first asked their level of agreement or disagreement with the statement that the university had taken measures to support their health, safety, and wellness when working on campus. Over three-fourths (84%) were in agreement with this statement (35% strongly agreed and 49% agreed). Additionally, 13% were neutral, 3% disagreed, and 1% strongly disagreed (mean=4.15/5.00; sd=.79; n=324).

The second follow-up question asked for any recommendations staff members had that might enhance their health, safety, and wellness while working on campus during this COVID-19 period. Of the 92 comments, many commented on feeling safe on campus overall; however, staff would like stronger enforcement of mask-wearing and social distancing policies. Several talked about the mental toll from the last seven-plus months such as feeling isolated working on campus, experiencing Zoom fatigue, and being overwhelmed with all the demands. There were suggestions to build in more stress-relief opportunities during the day and to encourage staff members to take short breaks or go for a quick walk as a way to improve mental health. There was a variety of comments related to working remotely or on campus. Some felt that more people should be working on campus, while others felt there was no point in being on campus when all their meetings are still done over Zoom. Several shared that they would like more opportunities to work remotely and more flexibility in general with work. Some staff members have been working on campus completely with very little opportunity for time off, specifically in Student Health Services and Residence Life. Some staff felt that because of this, they should receive compensation or additional time-off.

Staff members were asked to respond to statements about the work environment for both working remotely and working on campus. Staff not working in one of those locations could select the "Not Applicable" option, and those were removed from the analysis. Table 10, on the following page, displays the results for both working remotely and working on campus. The table is in descending mean order for the statements with working remotely listed above working on campus. The responses were very similar for staff feeling supported by their supervisor and being encouraged by their supervisor regardless of working remotely or on campus. Staff working on campus reported a slight increase in feeling informed about what is happening related to COVID-19 institutional activities and policies and feeling connected to their department/unit.

Please respond to the following statements based on working remotely and on campus.	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	2020 Mean (sd) [n]
My supervisor supports me in having a schedule that works for me and enables me to fulfill my role. (working remotely)	51%	33%	11%	2%	3%	4.28 (.93) [264]
My supervisor supports me in having a schedule that works for me and enables me to fulfill my role. (working on campus)	49%	33%	13%	3%	2%	4.26 (.91) [298]
My supervisor encourages me to maintain a sense of work/life balance. (working remotely)	40%	37%	17%	5%	2%	4.08 (.96) [266]
My supervisor encourages me to maintain a sense of work/life balance. (working on campus)	39%	38%	17%	4%	2%	4.07 (.96) [298]
I feel informed about what is happening on campus as it relates to COVID-19 or changes because of it. (working remotely)	30%	46%	14%	5%	6%	3.89 (1.06) [261]
I feel informed about what is happening on campus as it relates to COVID-19 or changes because of it. (working on campus)	32%	45%	14%	4%	5%	3.96 (1.03) [295]
I feel connected to my department/unit. (working remotely)	23%	38%	20%	13%	6%	3.60 (1.16) [262]
I feel connected to my department/unit. (working on campus)	28%	42%	18%	10%	3%	3.81 (1.05) [296]

Table 10: Work Environments

Staff who disagreed with any of the statements from Table 10 were provided the opportunity to explain why they disagree or what would help change this and 55 staff shared a comment. Many talked about feeling disconnected from their department or colleagues. There were comments from both those working remotely and those working on campus about feeling disconnected. Staff members shared that they would like clear, consistent, and regular communication. Some shared examples of how they do not feel supported or encouraged by their supervisors talking about expected work hours, productivity levels, and inconsistencies within and between departments. Staff used words such as unsustainable and being overwhelmed. One suggestion was for the university and supervisors to evaluate current priorities and determine if some work tasks could stop for a short time to focus on other efforts.

In looking at how staff members have tried to maintain their wellness during the COVID-19 pandemic, staff members were asked to share something they have done for their wellness. A wide range of responses were received from 255 staff members. Physical exercise was the most common activity for staff members, such as walking, running, yoga, Pilates, and bicycling. Additionally, a large number of staff members mentioned being outside improved their wellness. Others talked about intentionally spending time, virtually or in-person, with friends and family. Many participated in hobbies such as watching movies, reading, meditating, gardening, and playing with pets. Eating well or cooking at home was another activity for many. Several talked about this idea of

self-care or taking "me time" in the form of using their wellness release time, taking short breaks during the day, and taking vacation time.

Two questions focused specifically on what departments have done during the time of the COVID-19 pandemic. The first asked staff about something innovative their department has done in meeting its mission during this time and 185 responded. Staff members talked about what was done with physical facilities including increasing cleaning protocols and supplies, opening facilities safely, implementing screening stations, putting clocks in bathrooms to know how long 20 seconds is, and altering facilities for different uses or lower capacities. There were numerous examples of programs and services that were moved to a virtual environment such as New Student Conferences, eSports, gallery tours, telehealth appointments, curbside pick-up, and proctoring exams to name a few. Departments found options to keep staff members connected during this time with various virtual activities including Connection Hour, virtual happy hours or coffee chats, icebreakers at staff meetings, virtual games, and Sweets Socials. A couple of departments created virtual activities to support staff members' wellbeing such as virtual .5K walks at the same time, water consumption contests, and step competitions with Worldfest. There were examples of departments that found ways to safely offer in-person programs and services including cadet outfit fittings, laundry and meal delivery, and different recreational options. Several talked about utilizing technologies such as Zoom, Microsoft Teams, Hangouts, and starting a podcast series.

The second question was something staff members hoped their department would consider keeping in the future, even after the COVID-19 pandemic. Half of the 203 comments were about the ability to work remotely part-time and keeping the flexibility with schedules. Several reported that working from home was more productive by not having interruptions, lowered stress, and increased work/life balance. The next common theme involved continuing various remote/virtual programs, services, and meetings. Several staff commented that remote/virtual options helped students attend appointments or programs, decreased travel time for staff members, and allowed staff to attend programs while continuing to keep offices open or staffed. Some expressed interest in keeping some of the technologies such as Zoom, Microsoft Teams, and Hangouts as a way to communicate with staff teams, as well as increasing scanning and DocuSign options to limit hand-delivery of paperwork. Staff members would like to continue to see several of the safety procedures that have been implemented such as increased cleaning, hand-sanitizer stations, crowd-control barriers, and one-way traffic flows. Several staff members would also appreciate staff meeting activities such as kudos, icebreakers, and themed-meetings to continue.

Staff members asked to respond to statements about elements that are working well for them both working remotely and working on campus. Staff not working in one of those locations could select the "Not Applicable" option, and was removed from the analysis. Table 11, on the following page, includes the results for both working remotely and working on campus. The table is in descending mean order for the statements with working remotely listed above working on campus. Staff reported a higher level of agreement with most statements when working remotely compared to working on campus. The only exception was about being productive, which was very similar between the two work environments. Staff members were provided the opportunity to write a comment for the "other" response option. Half of the six comments were about saving time and money by not commuting to the office or traveling to meetings. Other comments included taking lunch, going on a walk, integrating more work/life balance, having a large office space for multiple people, and having animal support.

Please respond to the following statements about what is working well for you based on working remotely and on campus.	Strongly Agree (4)	Agree (3)	Disagree (2)	Strongly Disagree (1)	2020 Mean (sd) [n]
Other (working remotely)	100%	--	--	--	4.00 (.00) [6]
Other (working on campus)	29%	57%	14%	--	3.00 (1.00) [7]
Having privacy (working remotely)	55%	39%	6%	1%	3.47 (.66) [238]
Having privacy (working on campus)	42%	48%	9%	1%	3.29 (.69) [299]
Flexibility with schedule (working remotely)	54%	40%	4%	2%	3.46 (.66) [239]
Flexibility with schedule (working on campus)	36%	51%	10%	3%	3.20 (.75) [294]
Family (working remotely)	46%	51%	2%	2%	3.41 (.61) [202]
Family (working on campus)	27%	51%	18%	5%	2.99 (.80) [241]
Being productive (working remotely)	43%	50%	6%	1%	3.36 (.64) [244]
Being productive (working on campus)	44%	51%	4%	1%	3.38 (.62) [303]
Comfort while working (working remotely)	46%	43%	8%	3%	3.33 (.73) [243]
Comfort while working (working on campus)	33%	59%	6%	2%	3.23 (.65) [306]

Table 11: Elements Working Well

Using a select all that apply formatted questions, staff members were asked about any intangibles that impacted their work. As seen in Table 12 on the following page, respondents indicated nothing was impacting their work the most. Following this, staff felt home/work boundaries were blurring and that it was difficult connecting with colleagues. Those selecting the "other" response option were able to specify their selection and 39 provided a comment. Several talked about feeling disconnected or missing in-person interactions. Some expressed wanting more communication, being frustrated with the changing environment and unknowns, while others commented on occasional technology issues with Internet or Remote Desktop. Staff members also talked about mental health indicating they were exhausted, stressed, fatigued, lacked motivation, and worked longer hours.

What intangibles, if any, are impacting your work? (select all the apply)	2020 Frequency Percentage [n=337]
Nothing	37%
Blurring of home/work boundaries	34%
Difficulty connecting with colleagues	34%
Difficulty connecting with students	17%
Loss of power/control	15%
Other, please list:	12%

Table 12: Intangible Work Impacts

The final question asked staff members what would make them feel more connected to other colleagues. Table 13 reveals that approximately one-third of respondents reported informal professional discussions, learning opportunities, nothing, and virtual meet-ups/social opportunities. Staff selecting the "other" option were provided the opportunity to write a response. Almost half of the 30 comments were about being in-person for meetings, gatherings, or socials, and everyone being back on campus. Others talked about having informal gatherings and socials, offering fun lunch-break programs or activities, and participating in a book club. A couple of people mentioned not needing to wear a mask.

What would make you feel more connected to other colleagues? (select all that apply)	2020 Frequency Percentage [n=325]
Informal professional discussions	34%
Learning opportunities	34%
Nothing	34%
Virtual meet-ups/social opportunities	33%
Professional development presentations	29%
Meetings	15%
Other, please list:	9%

Table 13: Connection with Colleagues

Demographics

The department where staff members worked was included when sending the survey. Department directors were included in their respective departments and not the Office of the Vice President for Student Affairs. Table 14 provides the percentage breakdown of division staff members and survey respondents by departments, as well as the response rate for each department. The table is in descending order by the department response rate.

DSA Department	2020 Division Staff [n=575]	2020 Survey Respondents [n=403]	2020 Department Response Rate
Disability Resources	3%	4%	100%
Student Life Studies	1%	2%	100%
Vice President for Student Affairs	3%	5%	100%
Memorial Student Center	5%	7%	96%
Multicultural Services	2%	3%	93%
Music Activities	2%	3%	91%
Student Activities	6%	8%	89%
Recreational Sports	6%	8%	86%
Veteran Services and Support Center	1%	2%	86%
Offices of the Dean of Student Life	8%	9%	80%
Residence Life	12%	13%	76%
Office of the Commandant	9%	9%	68%
Becky Gates Children's Center	4%	4%	61%
University Art Galleries	1%	1%	57%
Department of Information Technology	5%	4%	52%
University Center & Special Events	8%	6%	52%
Counseling and Psychological Services	9%	6%	48%
Student Health Services	15%	10%	48%

Table 14: Department Demographics

Committee Background

The Division of Student Affairs (DSA) Staff Wellbeing and Appreciation Committee was developed in the summer of 2017. According to its website, (https://studentaffairs.tamu.edu/dsa-staff-wellbeing-appreciation-committee/) the committee's purpose "is to promote the recognition of DSA staff and create a culture of wellbeing by encouraging staff to live a healthier lifestyle and supporting a healthy workplace." Furthermore, the committee is charged with planning and implementing division-wide appreciation events, including the annual Years of Service Celebration. Additionally, the committee explores ways to encourage wellbeing by promoting existing university wellness activities and developing division-specific programs and activities. Utilizing the framework outlined in *Well Being: The five essential elements,* the committee focuses on five components of wellbeing: Purpose, Social, Financial, Physical, and Community (Rath & Harter, 2014).

Project Details

There are two factors based on the timing of the survey to keep in mind in using the results from this assessment. First, at the time this survey was administered to staff members, COVID-19 cases and the positivity rates for the two weeks the survey was open (October 5th to October 16th) were 3.7% and 4.8%. Since the beginning of November, 2020, cases have risen on campus and in the Bryan/College Station community. At the time this report was written, November 10, 2020, the positivity rate for a week was 8.1%. The COVID-19 rates change regularly, which may affect

respondents' feelings regarding working on campus or types of programs offered. The second factor to keep in mind was the announcement in late August that no merit would be given to all system employees. This announcement was made approximately seven weeks before the survey was sent to staff members, and seems that it was still on respondents' mind based on some qualitative comments.

The Department of Student Life Studies provides quality assessment services, resources, and assessment training for departments in the Texas A&M University Division of Student Affairs and student organizations. Services by Student Life Studies are funded, in part, by the Texas A&M University Advancement Fee. Results of this project and other assessment projects done through Student Life Studies can be found at https://studentlifestudies.tamu.edu/results/. Additionally, anyone can follow Student Life Studies on Facebook.

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