Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

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AND ADMINISTRATION**
CORENA CARMICHAEL, CPA

August 2, 2016

RE: SOM Climate Survey

Dear Friends and Colleagues,

A Climate Survey was conducted by the School of Medicine this past April. The survey measured faculty response to multiple topics, including career development opportunities, leadership support, and workplace environment. Respondents were asked to rate their level of agreement on a five point scale of 'Strongly Disagree' to 'Strongly Agree'. The findings were analyzed by the Office of Professionalism.

Of 936 faculty in the Department of Medicine, 368 (39%) participated in the survey. Respondents included a cross-section of ranks (Professor – 21%, Associate Professor – 28%, Assistant Professor – 33%, and Instructor – 16%), and educational degrees (MD – 70%, PhD – 25%, and Other – 5%). Very few respondents were from our affiliated institutions.

The department-specific questions yielded interesting results and I've shared the responses to the Department-specific questions with you in the attached document. My view is that the survey identified much to be proud of and some issues that need attention.

Our faculty responded that they were proud to be a member of our department, feel a positive sense of academic community and collaboration, and they respect and take pride in the ethical and professional standards promoted by the Department. These domains represent our core values and I'm pleased that our faculty appreciate and recognize the support and camaraderie of their peers and the Department. However, the survey results were helpful in identifying several areas for improvement:

- The Department and the Divisions need to create a more positive and inclusive climate for women, minorities, and faculty of color. Although we've made some progress (implemented a program to assure salary equity for rank and years in rank, increased under-represented minorities in housestaff training program (5%→ 14%), and developed a research training program for under-represented minority medical students), we need to do more. In this regard, I've recently made two key appointments: Sonia Flores as our Vice Chair for Diversity and Justice and Maggie Wierman to focus on enhancing the opportunities for women in the department. Through these appointments, I hope to have our faculty reflect the broadest possible community and address some of these perceived deficiencies. The work of Drs. Flores and Wierman and the subsequent changes we will implement will strengthen the culture of our Department and expand the opportunities for professional growth.

- Our faculty are appropriately concerned about career development. Over a year ago, I appointed Cara Wilson as the Vice Chair for Faculty Advancement. Dr. Wilson has developed an exceptional leadership training program that will begin this summer, and is expected to advance basic leadership skills throughout the department over the next couple of years. In addition, Dr. Wilson has a developed an on-boarding program that will start this fall for all new faculty and is working to improve the Department mentoring program to engage and support faculty across all divisions. Our faculty need a consistent approach to career development, mentorship, and access to essential tools for promotion. We will work on these important needs over the next year.
- The Department and the Divisions need to improve our communication. Over a year ago, we hired Lindsay Lennox to enhance the communication in the department. She has done a terrific job with the development of a regular departmental newsletter and a Facebook page that I post to every 1-2 weeks to stimulate interactive communication. Lindsay and I have also increased the email communication to our faculty, and we're in the process of upgrading our website. However, we need to provide greater access to critical information – where to go for help when stressed, burned out, or depressed; what to do when feeling intimidated or threatened; and when and how to report mistreatment or discrimination.

Lastly, the survey identified some problems that are specific to a few Divisions. My plan to review these issues with the specific Division heads, and while it may be uncomfortable I'm strongly encouraging each Division head to share all of the Division-specific information with their faculty so that a plan to address their problems can be mutually developed.

While some of the questions on the survey may not be pertinent to a Department as large as ours, I think it's important that we examine the results carefully and consider each of the concerns identified as addressing these concerns can only improve and strengthen our Divisions and Department. I welcome your thoughts and would be happy to meet to discuss suggestions or additional concerns you may have.

My very best wishes.

Sincerely,

David A. Schwartz, MD
Professor of Medicine and Immunology
Robert W. Schrier Chair of Medicine
University of Colorado School of Medicine

Department of Medicine Survey Results

Introduction

Due to its continued commitment to the development of the organization and it's staff, in particular improving the organizational culture, CU School of Medicine elected to administer an Employee Opinion survey .

The survey examines each employee's viewpoint on a variety of organizational topics including department, division, and Environment. The hope is to use the input to help guide actions related to improving the organizational culture and performance.

HR-Survey worked closely with CU School of Medicine to administer the survey questionnaire, collect responses, and report on the data.

The survey itself was launched for a two week period in April, 2016. During this period the survey was administered to employees via a web link on a voluntary basis. Employees were allowed time during their working day to complete the survey and due to the nature of the web link were able to respond on a confidential and honest basis as HR-Survey handled the administration of the survey responses.

Summary of Findings

This survey measured employee agreement on a variety of topics and within several locations and service classifications. Agreement was measured using a response scale from Strongly Agree to Strongly Disagree. The survey also included several open-ended items to gather information in the form of suggestions and explanations.

1. 367 respondents completed the questionnaire. Please note however, that not every participant completed every item. Therefore, within these results you may find some items with a higher number of respondents (the 'n'-size) than other items.
2. 66% of your employees either Agree or Strongly Agree that CU School of Medicine is a good place to work.
3. Participants were from several different locations and had a variety of years of service.

The table below indicates the number of participants from each Department.

Department	Count	Percent
Medicine	368	100.00%

The table below indicates the number of participants from various faculty ranks.

Faculty Rank	Count	Percent
Professor	78	21.20%
Associate	104	28.26%
Assistant	122	33.15%
Instructor	60	16.30%
Other	4	1.09%

The table below indicates the number of participants from various years of service.

Years of Service	Count	Percent
Less than 1 year	43	11.68%
1 through 5 years	104	28.26%
6 through 10 years	91	24.73%
11 through 20 years	86	23.37%
21 or more years	44	11.96%

Survey Data Interpretation
(please read)

1. Data is presented in multiple formats.
    a. **Response Rates** shows the numbers of responses for each of the five options both as an absolute number and as a percentage.
    b. If there were less than 5 responses the data has been suppressed to insure anonymity.

2. **Level of Agreement** and **Level of Agreement by Demographic** – reports are presented with a bar graph showing percent agreement. This is calculated from all those responses to the question ONLY selecting Agree or Strongly Agree. Faculty Rank and Years of Service are shown separately.

3. Likert Scale – This is calculated from Strongly Disagree = 1 point to Strongly Agree = 5 points where the total for each question is then divided by the number of responses.

4. **Comparison to CU SOM Overall (Level of Agreement) Reports** comparing the department or division to the overall CU SOM score also show differences as a percent and as a Likert score.

5. Examples for Interpreting **Level Of Agreement**:
    a. 100% means all respondents selected Agree or Strongly Agree – the Likert scale will be between 4 and 5 depending upon how many selected each of these.
    b. 0% means no one selected Agree or Strongly Agree – the Likert scale will be between 1 and 3 depending upon how many selected Strongly Disagree, Disagree or Neither Agree nor Disagree
    c. 50% means half of all respondents selected Agree or Strongly Agree – the Likert scale will be between 1 and 5 depending upon the selection
    d. *NOTE: The Likert scale may be different even if the % is the same.*

6. For most questions, a higher % and higher Likert score is a more desirable result.

7. Some questions are inverted – a lower score means more disagreement such as the questions relating to mistreatment, discrimination, or stress and a negative result is more desirable. A "please note" message is shown in red text next to these questions. This note will explain how to interpret the scores for these items.

8. **Text Analysis**. The survey questionnaire contained several text boxes for written responses. A "text analysis" of each comment was performed and the comment assigned to a "category" (i.e., a topic of the comment) based on a ranking and prioritization of the words and phrases used in the comment. Though this report does not contain the text of the comments made, it does contain the results of the analysis of those comments. These results are shown as tables of "categories". The number (frequency) of comments in each category is shown.

Affiliations

Participants were asked: "Are you affiliated with any other University of Colorado Center, Institution or Program outside your department?"
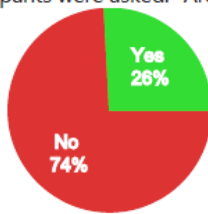
| Has Affiliation Outside of Main Department	Count	Percent	Color
No	273	74%	
Yes	95	26%	

For participants that indicated an affiliation outside of their primary department, the affiliations by primary department are listed below. Numbers in square brackets next to the Affiliation indicate the number of participants from that department that have the Affiliation listed.

Medicine

- [4] ACCORDS
- ACCORDS, Cardiology
- Advanced Practice Services
- Anschutz Health and Wellness Center
- anscutz Health and Wellness Center
- Cancer and BIPM
- [11] Cancer Center
- Cancer Center and Gates Center
- Cancer Center, CTSI, Human Genetics Program, VA Hospital
- Cancer Center, many graduate and T32 programs, and the CCTSI
- Cancer Center, MSTP, CCTSI
- Cancer center, Pharmacology
- Cancer Center; Personalized Medicine
- CCTSI
- CCTSI, Cancer Center
- Center for human nutrition
- [3] Center for Lungs and Breathing
- [2] Center for Women's Health Research
- Center on Aging and Cancer Center
- Center on Aging, Colorado Clinical and Translational Sciences Institute, Center for Women's Health Research, Nutrition and Obesity Research Center
- clinical science department
- ClinImmune
- College of nursing
- CPC
- CPC Clinical Research
- CSPH
- CU-DIMG
- CVP
- Dean's Office
- [5] Denver Health
- [2] Denver VA

- [3] Denver VAMC
- Div adolescent health, dept pediatrics
- Division of Substance Dependence
- Dvamc
- [2] Family medicine
- IHQSE
- Image in geratrics
- Immunology
- Medical Education
- Mucosal Inflammation Program
- National Jewish
- Neuroscience Program, Human Medical Genetics and Genomics Program, Gates Stem Cell and Regenerative Medicine Center, Pharmacology Training Program, MSTP Program
- NJH
- NJHealthth/VA
- Nutrition Obesity Research Center; UC Cancer Center; Center for Women's Health; CCTSI
- obgyn, neuroscience, integrative physiology, VAMC
- Obstetrics & Gynecology Department
- Patient Coordinated Services
- Pediatric Cardiology
- Pediatrics, Pediatric Hematology/Oncology, University of Colorado Hemophilia and Thrombosis Center
- Personalized Medicine, Human Med Genetics/Genomics Program
- Pharmacology and Physiology
- Physiology
- Physiology, Center for Women's Health Research
- Prefer not to answer
- School of Medicine
- UCCC
- UCCC, CCTSI
- Univ. of Colorado Cancer Center
- University of Colorado Boulder: Integrative Physiology
- [2] University of Colorado Cancer Center
- [5] VA
- VA Hospital
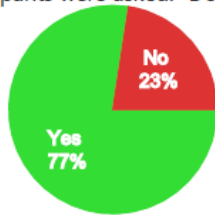- Wellness Center
- won't be anonymous

Hospital Credentials
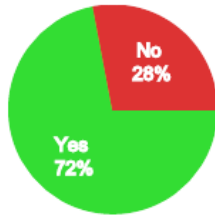
Participants were asked: "Do you have Hospital Credentials?"

Has Hospital Credentials	Count	Percent	Color
Yes	265	72%	
No	103	28%	

Patient Contact

Participants were asked: "Do you have direct contact involving the care or evaluation of patients?"

Has Patient Contact	Count	Percent	Color
Yes	285	77%	
No	83	23%	

Employment Type

Participants were asked to indicate their: "Employment Type"
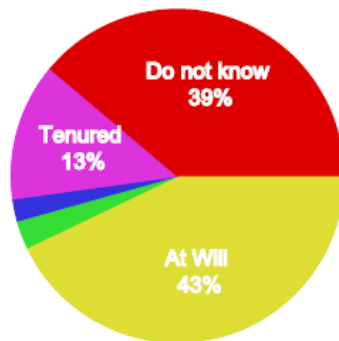
Employment Type	Count	Percent	Color
At Will	158	43%	
Limited	10	3%	
Intermediate	8	2%	
Tenured	49	13%	
Do not know	143	39%	

Educational Degrees

Value	Count
MD/DO or equivalent	257
PhD	91
MS	30
MPH	17
Other	16
MSN	14
BSN	5
MA	5
DNP	3
MSW	1
Adult Nurse Practitioner	1
ANP, CNS	1
App	1
MBA	4
MMSc	1
MPAS	1
MSPAS	1
MSPH	2
ND, Nursing Doctorate	1
NP, MHS	1
PA	4
PA-C	3
Physician Assistant	1
Physician Assistant-Certified	1

1. The chair makes an effort to create a collegial and collaborative environment.

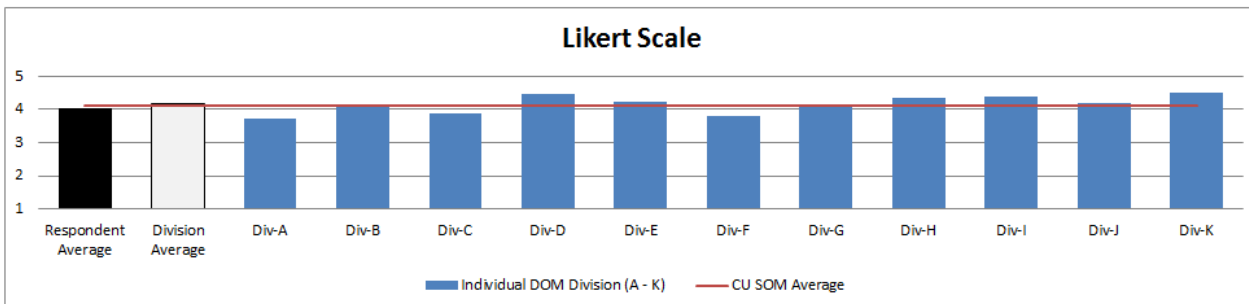| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	74.1%	80.4%	62.1%	83.3%	66.7%	95.5%	81.3%	66.7%	73.3%	92.9%	84.6%	90.0%	87.5%
CU SOM Average	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%
# of Respondents	263		58	36	27	22	16	15	15	14	13	10	8
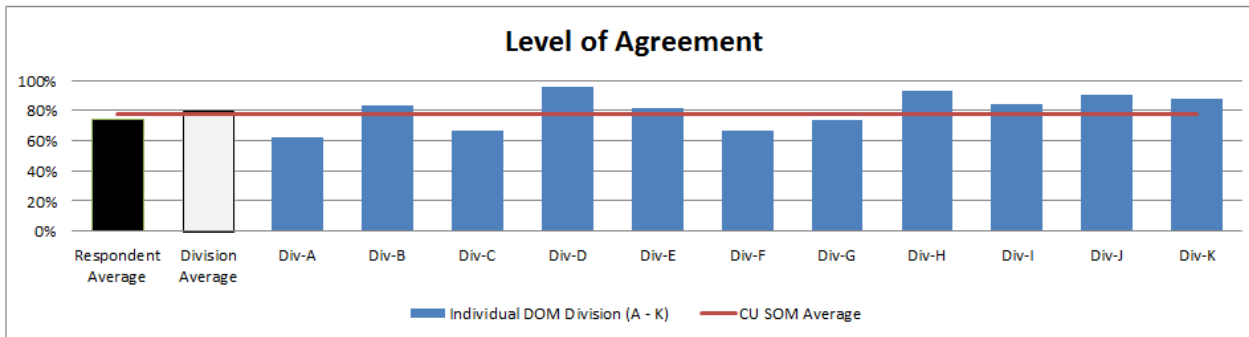
Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.03	4.17	3.74	4.14	3.89	4.45	4.25	3.80	4.13	4.36	4.38	4.20	4.50
CU SOM Average	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11
# of Respondents	263		58	36	27	22	16	15	15	14	13	10	8

2. The chair provides an opportunity for me to participate in decision making within the department and encourages an honest exchange of views.

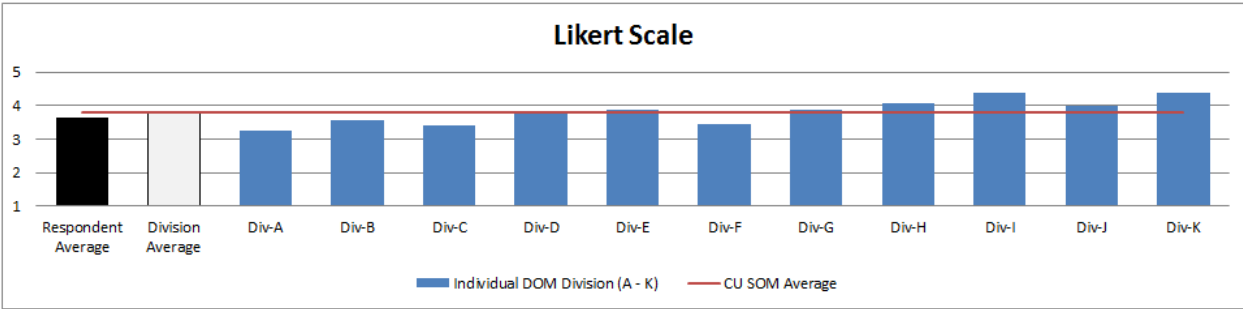| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	61.0%	70.6%	47.4%	60.0%	48.1%	72.7%	75.0%	53.3%	73.3%	85.7%	84.6%	88.9%	87.5%
CU SOM Average	65.9%	65.9%	65.9%	65.9%	65.9%	65.9%	65.9%	65.9%	65.9%	65.9%	65.9%	65.9%	65.9%
# of Respondents	259		57	35	27	22	16	15	15	14	13	9	8
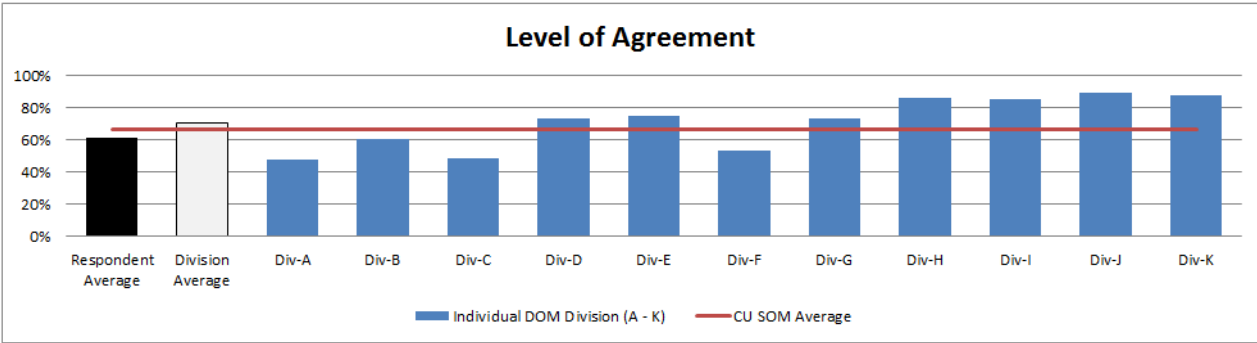
Level of Agreement

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.63	3.83	3.26	3.57	3.41	3.82	3.88	3.47	3.87	4.07	4.38	4.00	4.38
CU SOM Average	3.79	3.79	3.79	3.79	3.79	3.79	3.79	3.79	3.79	3.79	3.79	3.79	3.79
# of Respondents	259		57	35	27	22	16	15	15	14	13	9	8

Likert Scale

3. The chair provides a positive and inclusive climate for women.

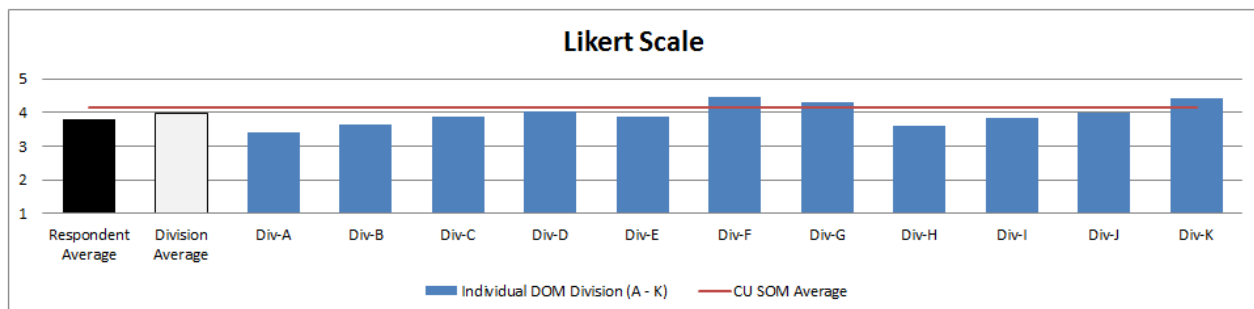| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	63.4%	71.0%	45.5%	60.6%	72.0%	71.4%	68.8%	100.0%	84.6%	53.8%	58.3%	80.0%	85.7%
CU SOM Average	76.8%	76.8%	76.8%	76.8%	76.8%	76.8%	76.8%	76.8%	76.8%	76.8%	76.8%	76.8%	76.8%
# of Respondents	246		55	33	25	21	16	13	13	13	12	10	7
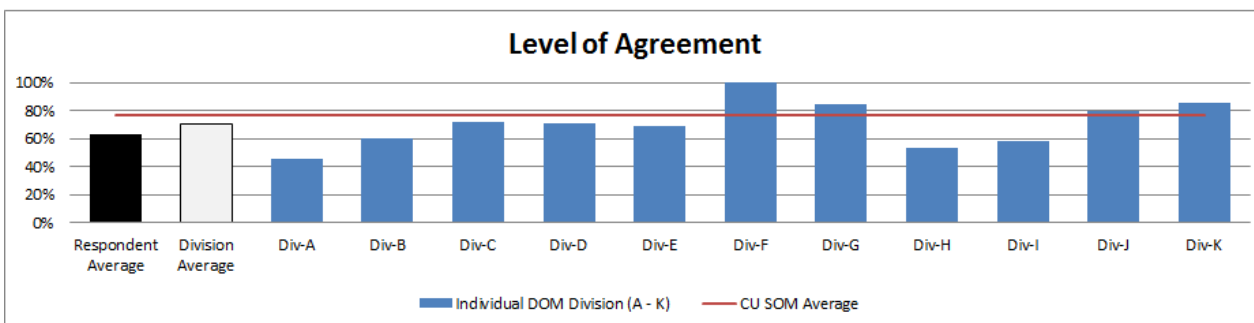
Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.81	3.96	3.42	3.64	3.88	4.05	3.88	4.46	4.31	3.62	3.83	4.00	4.43
CU SOM Average	4.17	4.17	4.17	4.17	4.17	4.17	4.17	4.17	4.17	4.17	4.17	4.17	4.17
# of Respondents	246		55	33	25	21	16	13	13	13	12	10	7

4. The chair provides a positive and inclusive climate for minorities and faculty of color.

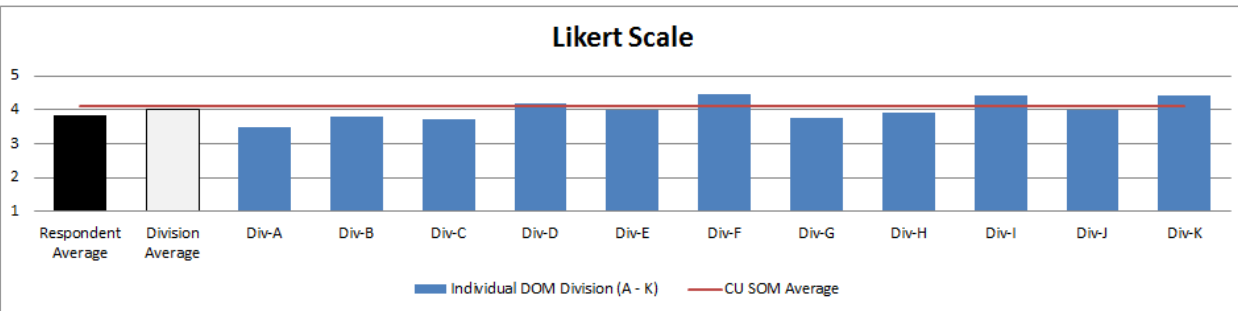| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	64.5%	72.2%	46.3%	68.6%	58.3%	85.7%	75.0%	84.6%	61.5%	61.5%	100.0%	66.7%	85.7%
CU SOM Average	73.2%	73.2%	73.2%	73.2%	73.2%	73.2%	73.2%	73.2%	73.2%	73.2%	73.2%	73.2%	73.2%
# of Respondents	242		54	35	24	21	16	13	13	13	12	9	7
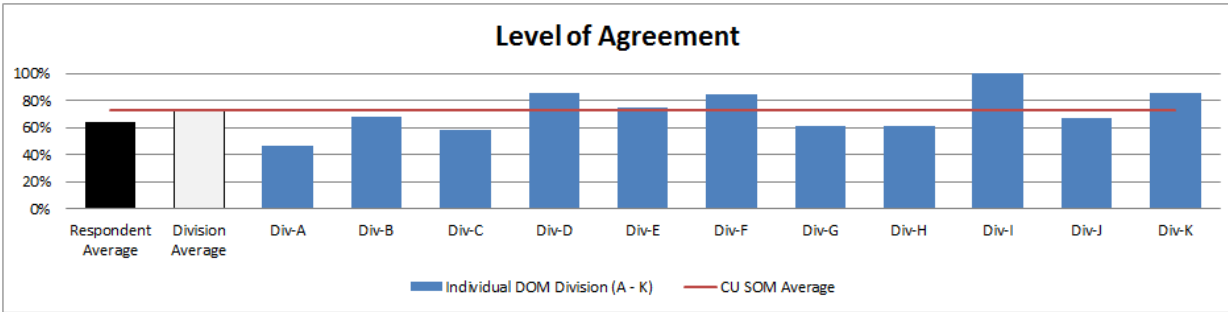
Level of Agreement

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.86	4.02	3.48	3.80	3.71	4.19	4.00	4.46	3.77	3.92	4.42	4.00	4.43
CU SOM Average	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11	4.11
# of Respondents	242		54	35	24	21	16	13	13	13	12	9	7

Likert Scale

5. The chair evaluates my performance using PRiSM or other methods in a fair and constructive manner.

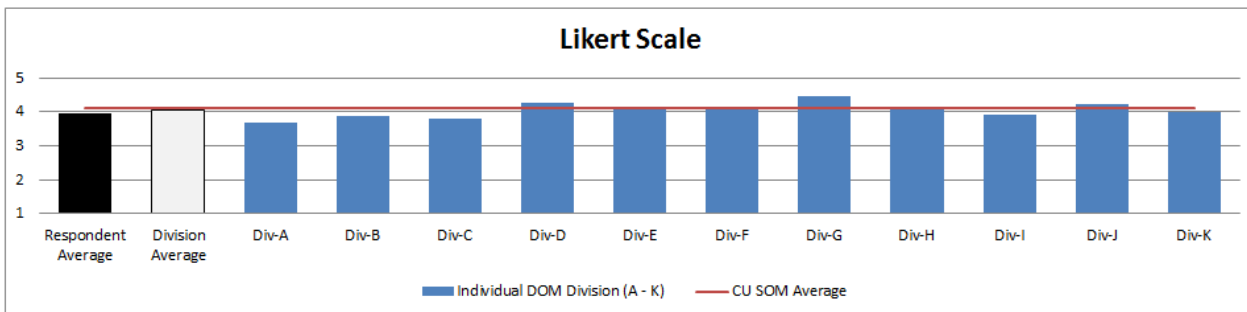| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	74.0%	78.3%	63.8%	77.4%	66.7%	88.9%	87.5%	73.3%	92.3%	83.3%	66.7%	77.8%	83.3%
CU SOM Average	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%
# of Respondents	227		47	31	21	18	16	15	13	12	12	9	6
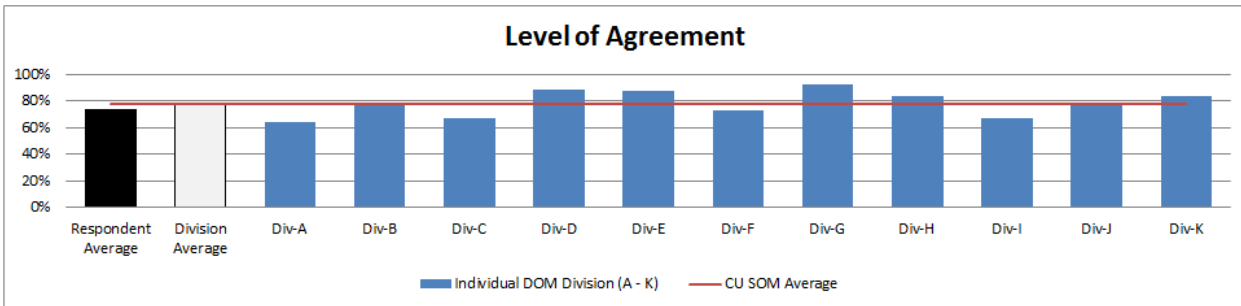
Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.96	4.05	3.70	3.90	3.81	4.28	4.06	4.13	4.46	4.08	3.92	4.22	4.00
CU SOM Average	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13
# of Respondents	227		47	31	21	18	16	15	13	12	12	9	6

13

6. The chair actively encourages my career development

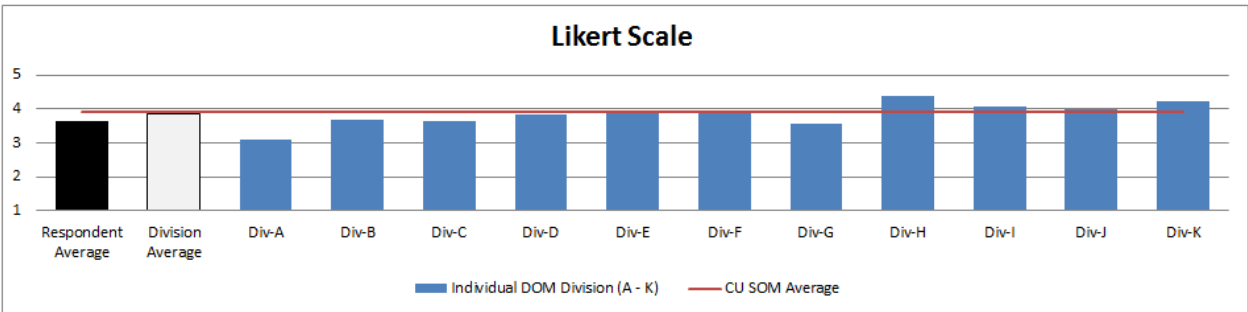| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	58.9%	65.6%	41.4%	63.6%	51.9%	65.0%	68.8%	78.6%	57.1%	84.6%	69.2%	66.7%	75.0%
CU SOM Average	68.9%	68.9%	68.9%	68.9%	68.9%	68.9%	68.9%	68.9%	68.9%	68.9%	68.9%	68.9%	68.9%
# of Respondents	253		58	33	27	20	16	14	14	13	13	9	8
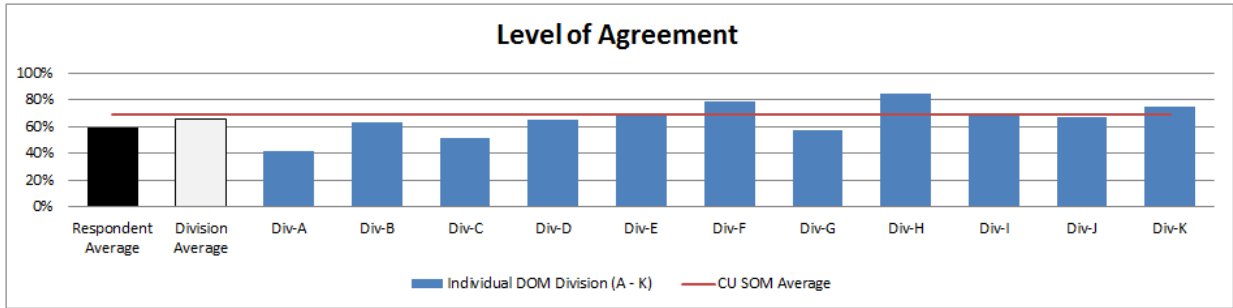
Level of Agreement

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.64	3.85	3.09	3.67	3.63	3.85	3.88	3.93	3.57	4.38	4.08	4.00	4.25
CU SOM Average	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91
# of Respondents	253		58	33	27	20	16	14	14	13	13	9	8

Likert Scale

7. The chair provides valuable feedback regarding my work

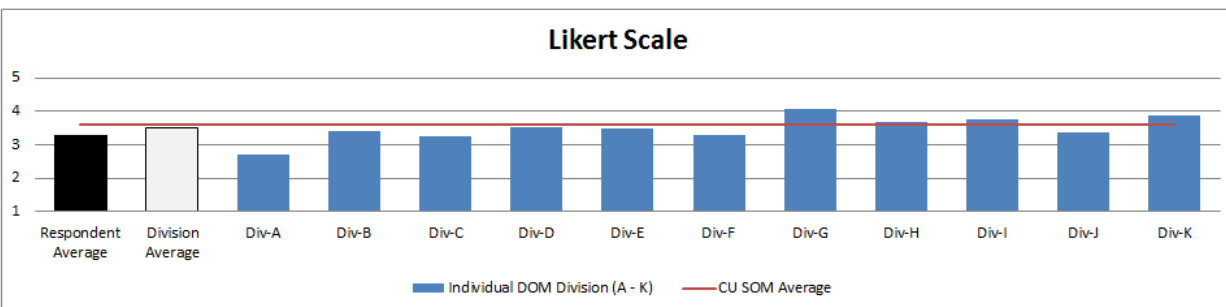| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	43.2%	49.2%	20.8%	50.0%	46.2%	47.4%	56.3%	42.9%	69.2%	53.8%	66.7%	37.5%	50.0%
CU SOM Average	56.6%	56.6%	56.6%	56.6%	56.6%	56.6%	56.6%	56.6%	56.6%	56.6%	56.6%	56.6%	56.6%
# of Respondents	243		53	34	26	19	16	14	13	13	12	8	8
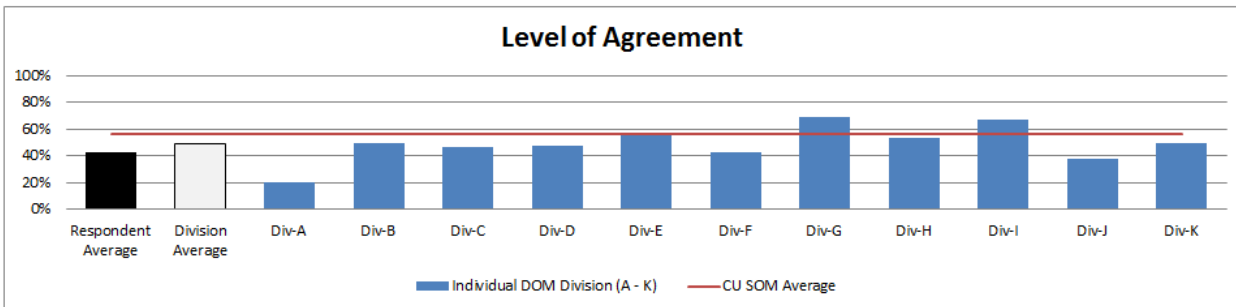
Level of Agreement

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.31	3.50	2.72	3.41	3.27	3.53	3.50	3.29	4.08	3.69	3.75	3.38	3.88
CU SOM Average	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60
# of Respondents	243		53	34	26	19	16	14	13	13	12	8	8

Likert Scale

8. I can disagree with my chair and not feel intimidated or threatened

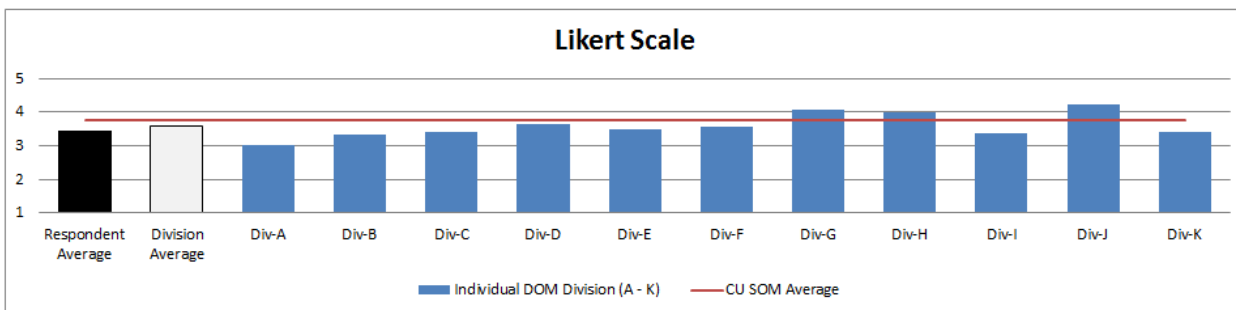| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	51.2%	56.6%	34.6%	51.5%	48.1%	55.0%	68.8%	64.3%	84.6%	61.5%	38.5%	87.5%	28.6%
CU SOM Average	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%	64.0%
# of Respondents	242		52	33	27	20	16	14	13	13	13	8	7
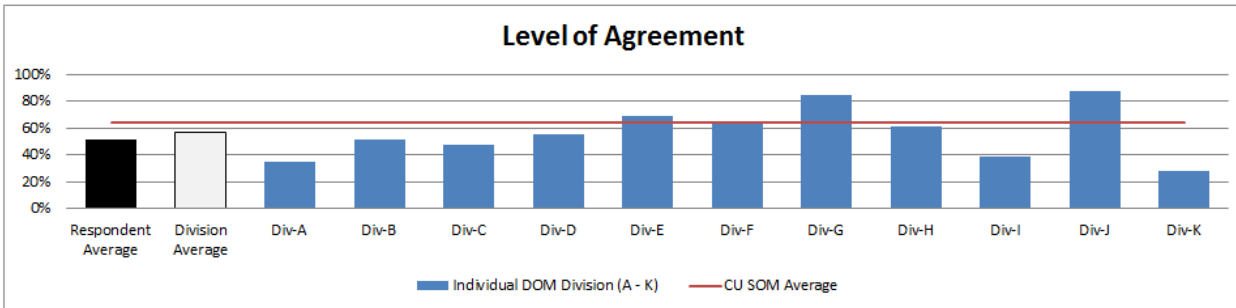
Level of Agreement

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.46	3.60	3.04	3.33	3.41	3.65	3.50	3.57	4.08	4.00	3.38	4.25	3.43
CU SOM Average	3.77	3.77	3.77	3.77	3.77	3.77	3.77	3.77	3.77	3.77	3.77	3.77	3.77
# of Respondents	242		52	33	27	20	16	14	13	13	13	8	7

Likert Scale

9. The department chair makes efforts to help me attain promotion and/or tenure.

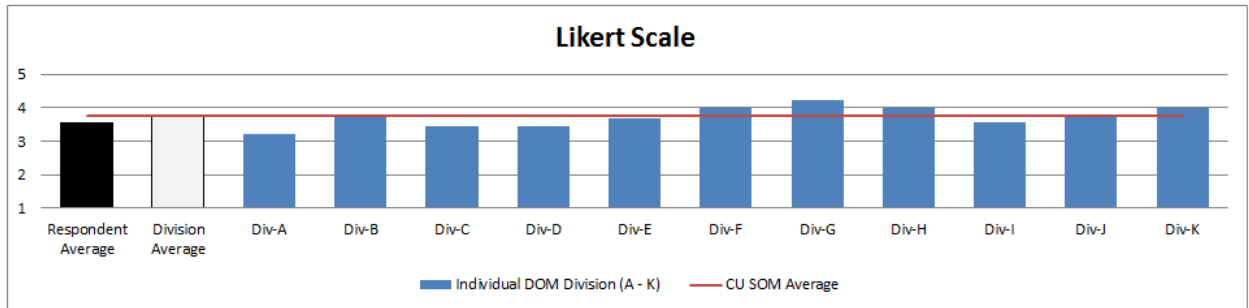| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	53.6%	60.1%	41.1%	64.3%	52.6%	40.0%	60.0%	76.9%	76.9%	75.0%	45.5%	57.1%	71.4%
CU SOM Average	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%
# of Respondents	220		56	28	19	15	15	13	13	12	11	7	7
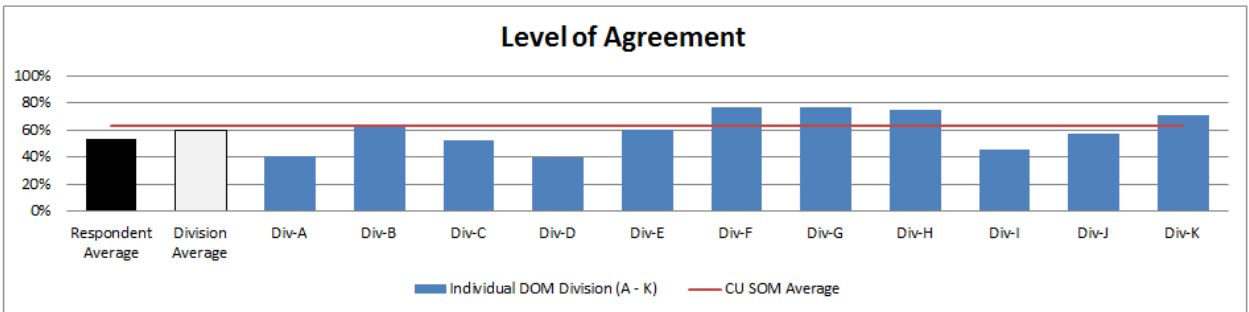
Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.56	3.74	3.21	3.79	3.47	3.47	3.67	4.00	4.23	4.00	3.55	3.71	4.00
CU SOM Average	3.78	3.78	3.78	3.78	3.78	3.78	3.78	3.78	3.78	3.78	3.78	3.78	3.78
# of Respondents	220		56	28	19	15	15	13	13	12	11	7	7

10. The division, section chief or center director makes an effort to create a collegial and collaborative environment.

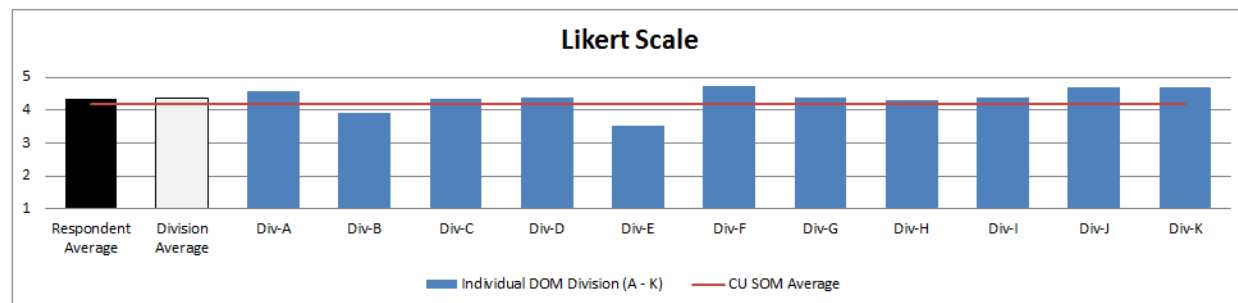| Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	84.7%	84.8%	95.1%	77.1%	82.4%	87.5%	57.1%	96.3%	80.6%	78.9%	87.5%	100.0%	90.0%
CU SOM Average	80.6%	80.6%	80.6%	80.6%	80.6%	80.6%	80.6%	80.6%	80.6%	80.6%	80.6%	80.6%	80.6%
# of Respondents	353		82	35	34	32	28	27	21	19	16	14	10
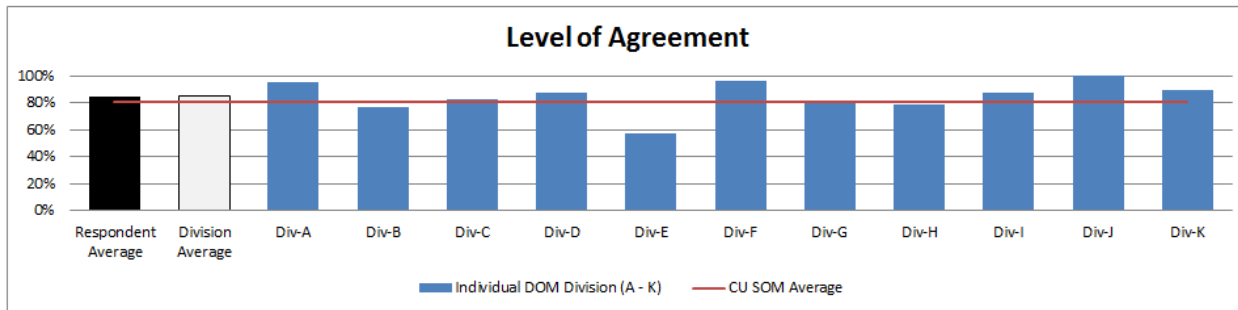
Level of Agreement

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.33	4.36	4.59	3.91	4.35	4.38	3.54	4.74	4.38	4.32	4.38	4.71	4.70
CU SOM Average	4.21	4.21	4.21	4.21	4.21	4.21	4.21	4.21	4.21	4.21	4.21	4.21	4.21
# of Respondents	353		82	35	34	32	28	27	21	19	16	14	10

Likert Scale

11. The division, section chief or center director provides an opportunity for me to participate in decision making and encourages an honest exchange of views.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	81.5%	82.3%	90.1%	70.6%	78.8%	71.9%	64.3%	96.2%	84.2%	77.8%	81.3%	100.0%	90.0%
CU SOM Average	76.9%	76.9%	76.9%	76.9%	76.9%	76.9%	76.9%	76.9%	76.9%	76.9%	76.9%	76.9%	76.9%
# of Respondents	346		81	34	33	32	28	26	19	18	16	14	10
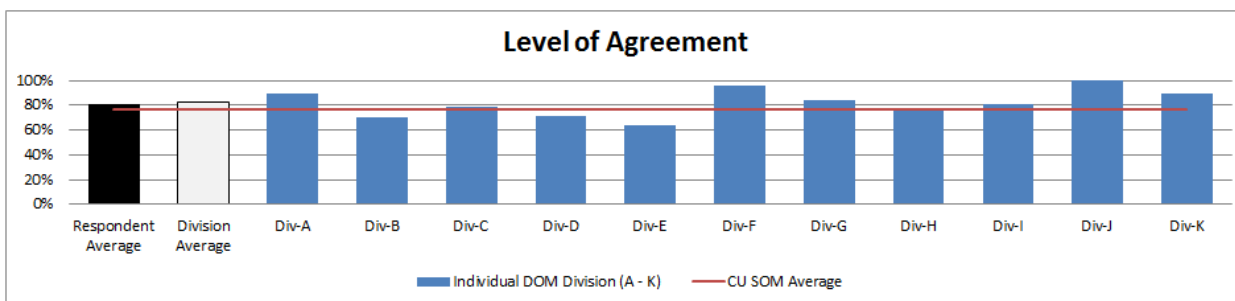
Level of Agreement

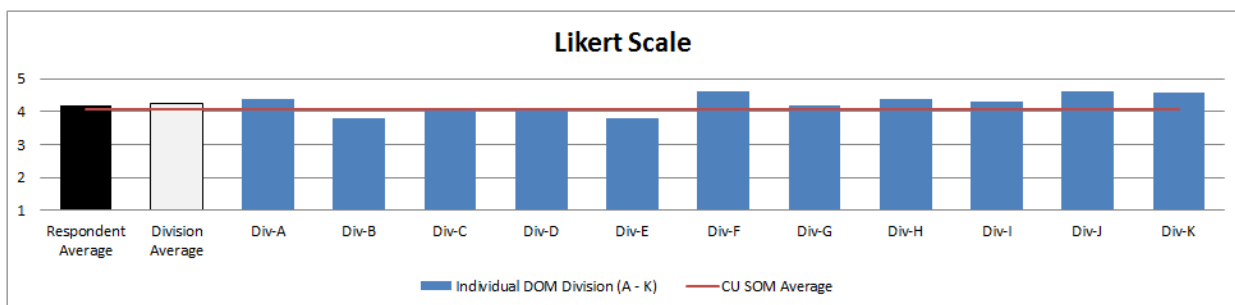Individual DOM Division (A - K) —— CU SOM Average

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.21	4.26	4.40	3.79	4.09	4.03	3.79	4.62	4.21	4.39	4.31	4.64	4.60
CU SOM Average	4.08	4.08	4.08	4.08	4.08	4.08	4.08	4.08	4.08	4.08	4.08	4.08	4.08
# of Respondents	346		81	34	33	32	28	26	19	18	16	14	10

Likert Scale

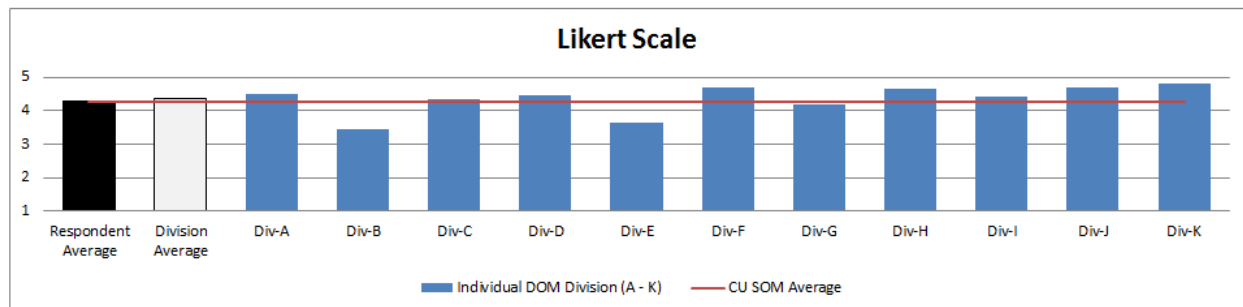Individual DOM Division (A - K) —— CU SOM Average

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12. The division, section chief or center director provides a positive and inclusive climate for women.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	82.9%	84.5%	92.4%	52.9%	90.3%	90.3%	50.0%	100.0%	89.5%	94.1%	87.5%	92.9%	90.0%
CU SOM Average	80.8%	80.8%	80.8%	80.8%	80.8%	80.8%	80.8%	80.8%	80.8%	80.8%	80.8%	80.8%	80.8%
# of Respondents	340		79	34	31	31	28	26	19	17	16	14	10
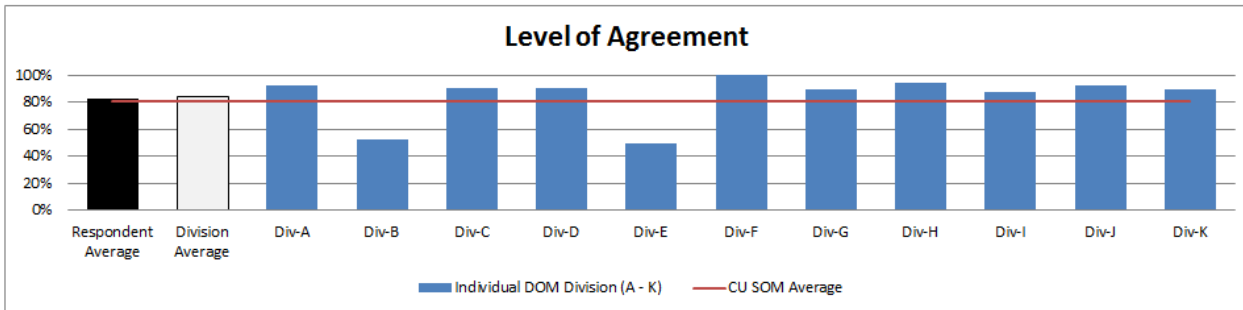
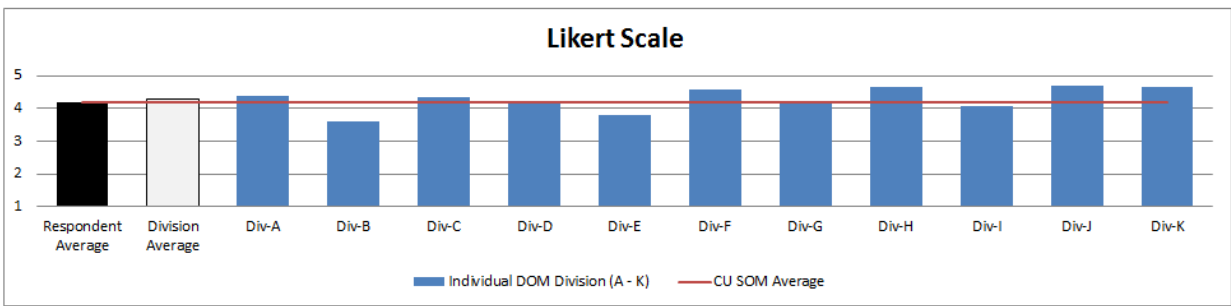| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.29	4.36	4.49	3.47	4.35	4.48	3.64	4.69	4.21	4.65	4.44	4.71	4.80
CU SOM Average	4.26	4.26	4.26	4.26	4.26	4.26	4.26	4.26	4.26	4.26	4.26	4.26	4.26
# of Respondents	340		79	34	31	31	28	26	19	17	16	14	10

13. The division, section chief or center director provides a positive and inclusive climate for minorities and faculty of color.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	77.3%	79.8%	85.5%	55.9%	78.1%	77.4%	50.0%	96.0%	84.2%	100.0%	68.8%	92.9%	88.9%
CU SOM Average	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%
# of Respondents	331		76	34	32	31	28	25	19	18	16	14	9
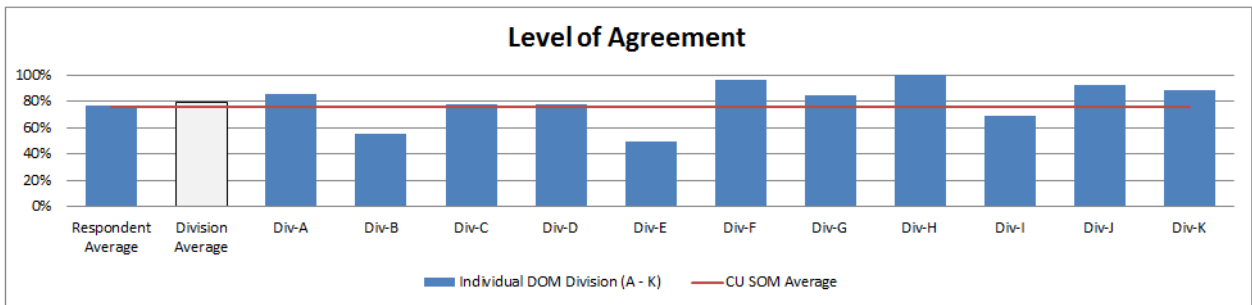
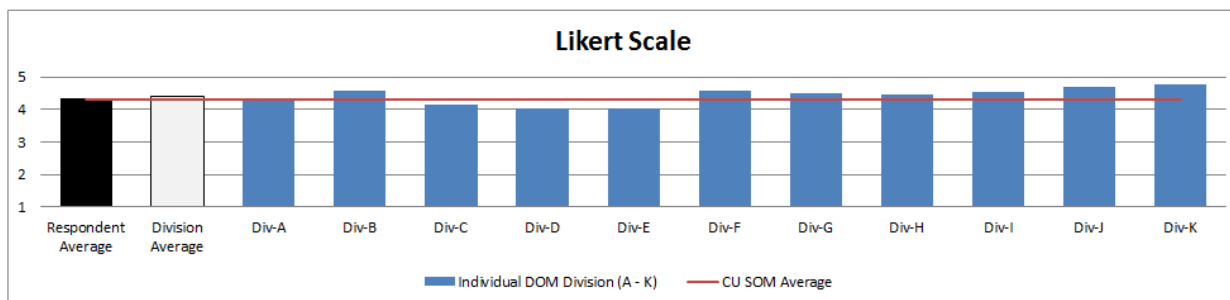| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.21	4.29	4.39	3.59	4.34	4.16	3.79	4.60	4.16	4.67	4.06	4.71	4.67
CU SOM Average	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20
# of Respondents	331		76	34	32	31	28	25	19	18	16	14	9

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14. The division, section chief or center director evaluates my performance using PRiSM or other methods in a fair and constsructive manner

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	84.3%	87.0%	81.4%	90.3%	86.7%	80.0%	74.1%	87.5%	95.0%	86.7%	86.7%	100.0%	88.9%
CU SOM Average	82.8%	82.8%	82.8%	82.8%	82.8%	82.8%	82.8%	82.8%	82.8%	82.8%	82.8%	82.8%	82.8%
# of Respondents	319		70	31	30	30	27	24	20	15	15	14	9
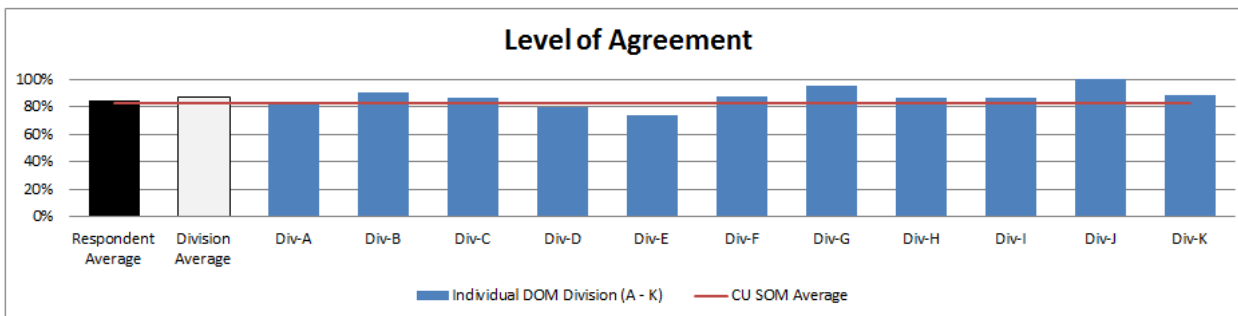
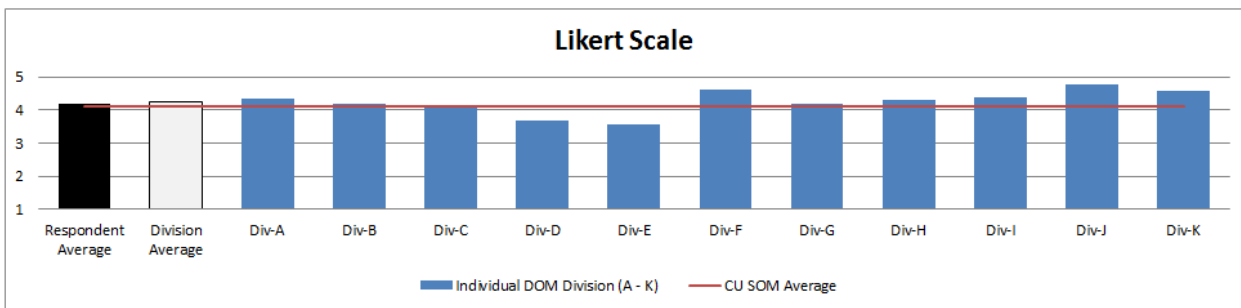| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.33	4.42	4.26	4.58	4.17	4.03	4.04	4.58	4.50	4.47	4.53	4.71	4.78
CU SOM Average	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29
# of Respondents	319		70	31	30	30	27	24	20	15	15	14	9

15. The division, section chief or center director actively encourages my career development

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	76.9%	78.2%	81.5%	84.4%	67.7%	61.3%	53.6%	88.9%	76.2%	76.5%	80.0%	100.0%	90.0%
CU SOM Average	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%	74.1%
# of Respondents	342		81	32	31	31	28	27	21	17	15	14	10
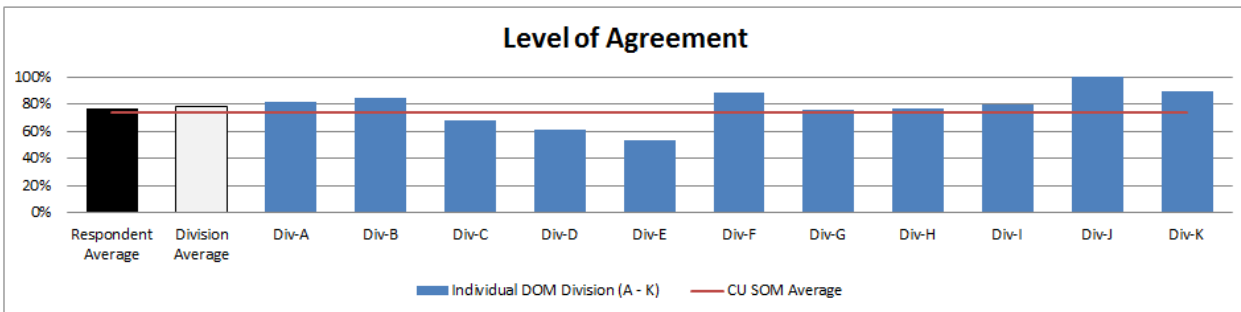
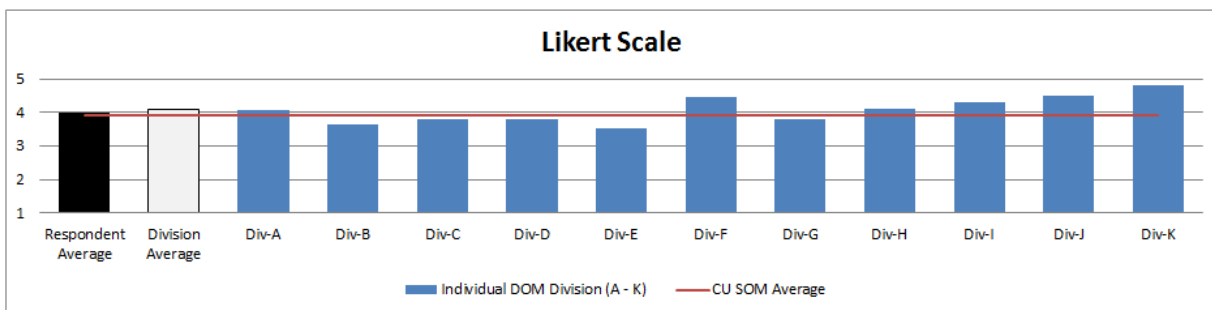| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.20	4.25	4.36	4.19	4.06	3.68	3.57	4.63	4.19	4.29	4.40	4.79	4.60
CU SOM Average	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
# of Respondents	342		81	32	31	31	28	27	21	17	15	14	10

16. The division, section chief or center director provides valuable feedback regarding my work

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	71.9%	73.5%	77.2%	57.6%	65.6%	67.7%	50.0%	88.9%	52.9%	77.8%	87.5%	92.9%	90.0%
CU SOM Average	68.8%	68.8%	68.8%	68.8%	68.8%	68.8%	68.8%	68.8%	68.8%	68.8%	68.8%	68.8%	68.8%
# of Respondents	342		79	33	32	31	28	27	19	18	16	14	10
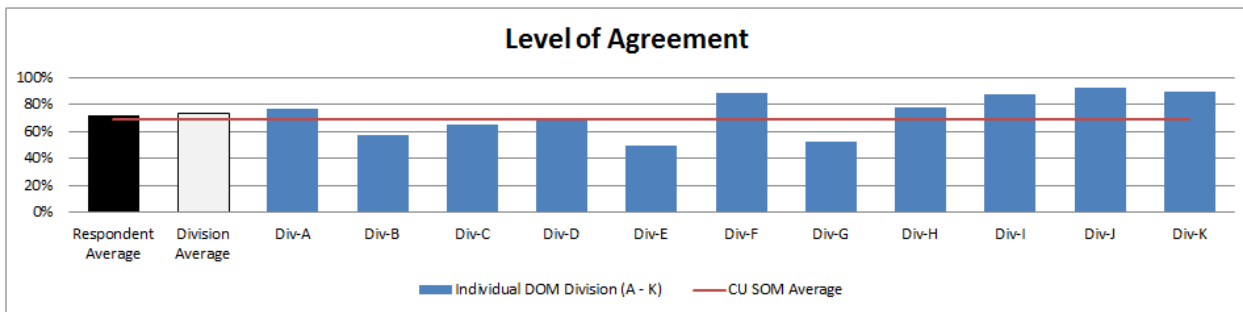
Level of Agreement

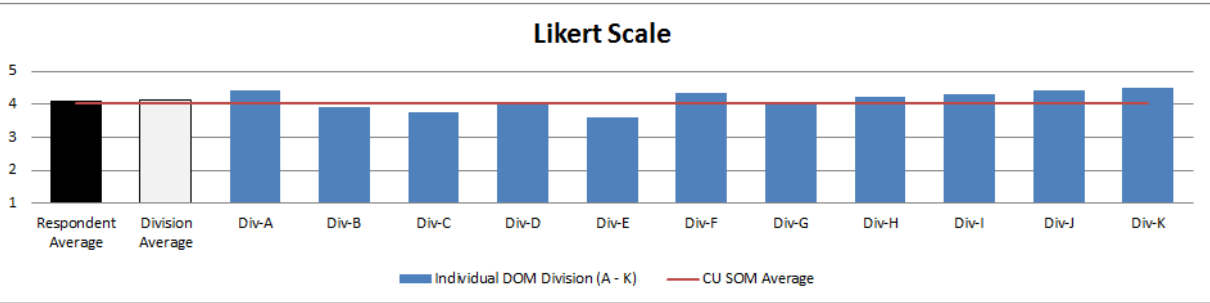| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.00	4.08	4.09	3.64	3.81	3.81	3.54	4.48	3.79	4.11	4.31	4.50	4.80
CU SOM Average	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91	3.91
# of Respondents	342		79	33	32	31	28	27	19	18	16	14	10

Likert Scale

17. I can disagree with the division, section chief or center director and not feel intimidated or threatened

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	78.4%	79.8%	88.6%	71.4%	59.4%	75.0%	64.3%	81.5%	77.8%	88.9%	87.5%	92.9%	90.0%
CU SOM Average	75.4%	75.4%	75.4%	75.4%	75.4%	75.4%	75.4%	75.4%	75.4%	75.4%	75.4%	75.4%	75.4%
# of Respondents	343		79	35	32	32	28	27	18	18	16	14	10
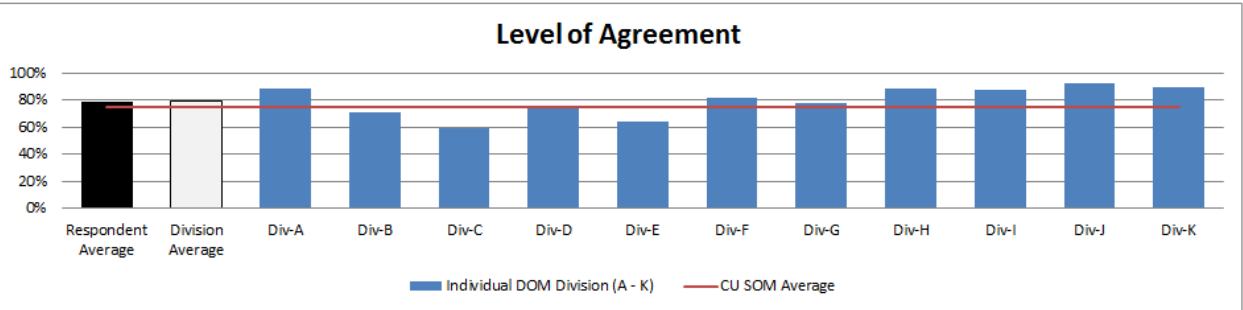
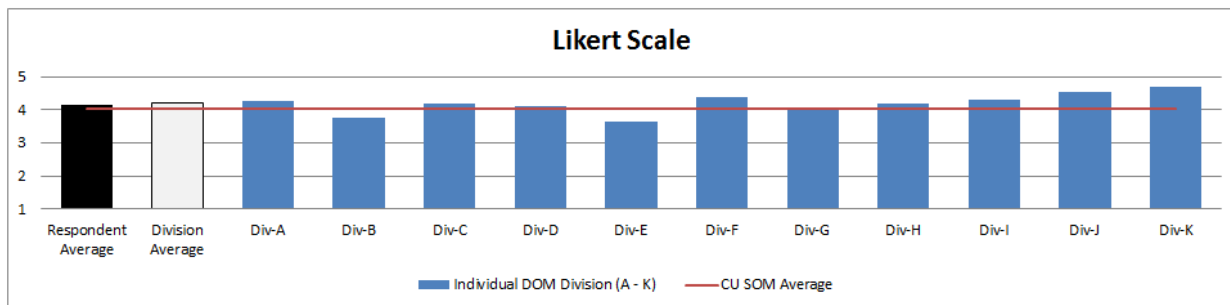| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.12	4.14	4.41	3.91	3.75	4.06	3.61	4.33	4.06	4.22	4.31	4.43	4.50
CU SOM Average	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04
# of Respondents	343		79	35	32	32	28	27	18	18	16	14	10

18. The division, section chief or center director makes efforts to help me attain promotion and/or tenure

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	75.9%	77.3%	79.5%	62.5%	82.1%	77.8%	53.8%	79.2%	70.0%	76.5%	78.6%	100.0%	90.0%
CU SOM Average	72.4%	72.4%	72.4%	72.4%	72.4%	72.4%	72.4%	72.4%	72.4%	72.4%	72.4%	72.4%	72.4%
# of Respondents	323		78	32	28	27	26	24	20	17	14	13	10
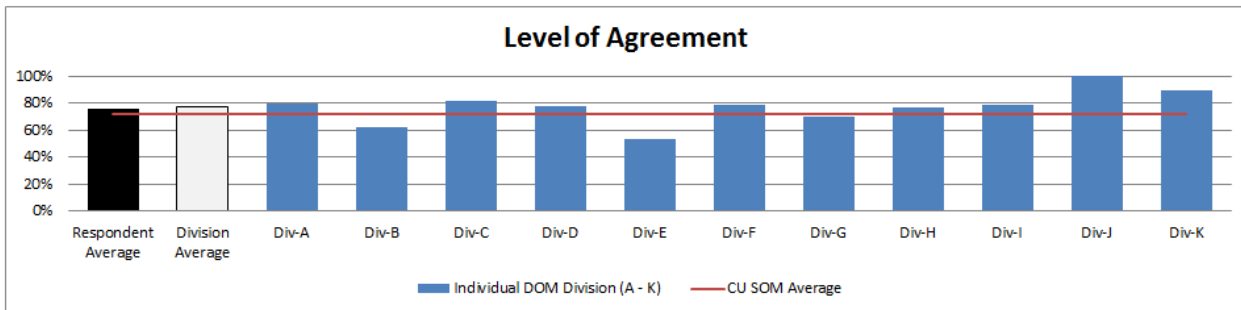
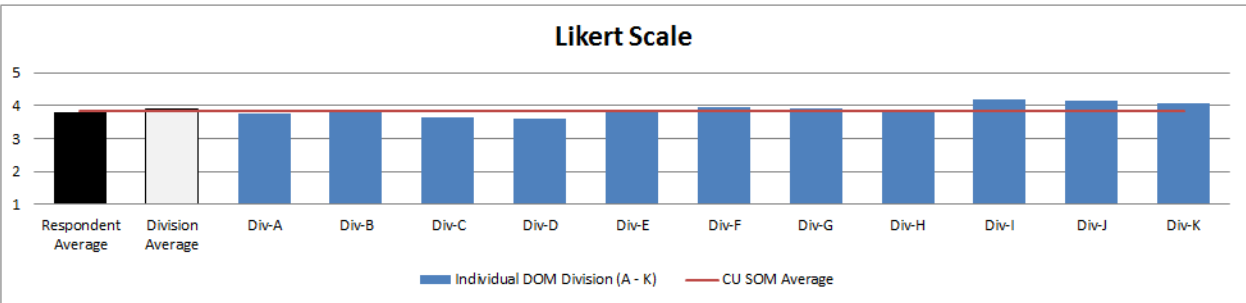| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.15	4.20	4.26	3.78	4.21	4.11	3.65	4.38	4.05	4.18	4.29	4.54	4.70
CU SOM Average	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04	4.04
# of Respondents	323		78	32	28	27	26	24	20	17	14	13	10

19. I feel supported in my work as clinician, teacher or scholar.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	71.0%	74.8%	71.3%	71.8%	62.9%	60.6%	71.4%	74.1%	77.3%	78.9%	87.5%	85.7%	81.8%
CU SOM Average	72.6%		72.6%	72.6%	72.6%	72.6%	72.6%	72.6%	72.6%	72.6%	72.6%	72.6%	72.6%
# of Respondents	359		80	39	35	33	28	27	22	19	16	14	11
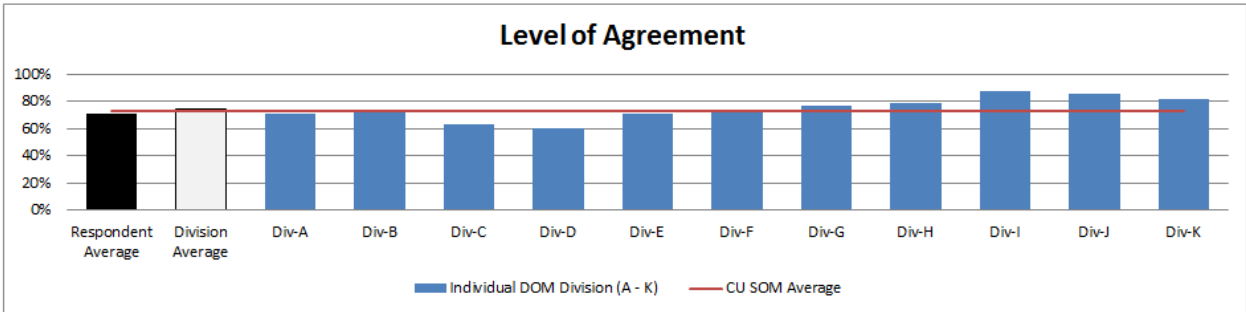
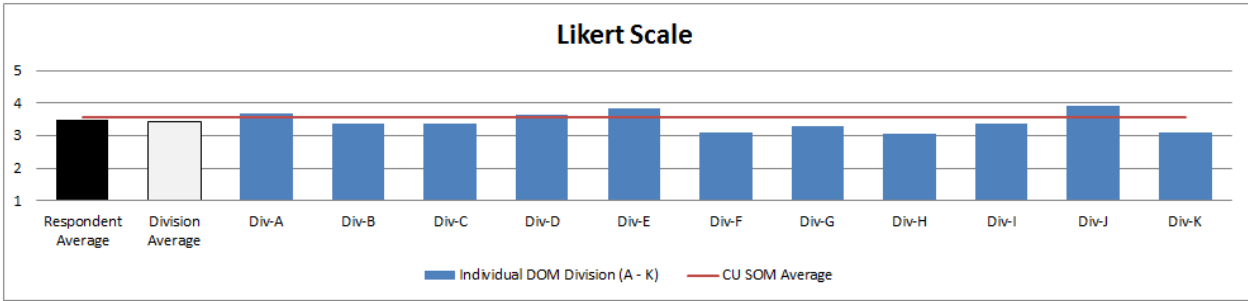| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.81	3.89	3.75	3.90	3.63	3.61	3.79	3.96	3.91	3.84	4.19	4.14	4.09
CU SOM Average	3.85		3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85
# of Respondents	359		80	39	35	33	28	27	22	19	16	14	11

20. My work environment is stressful.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	56.2%	54.5%	65.9%	45.0%	58.8%	62.5%	78.6%	33.3%	39.1%	42.1%	50.0%	78.6%	45.5%
CU SOM Average	60.6%	60.6%	60.6%	60.6%	60.6%	60.6%	60.6%	60.6%	60.6%	60.6%	60.6%	60.6%	60.6%
# of Respondents	363		82	40	34	32	28	27	23	19	16	14	11
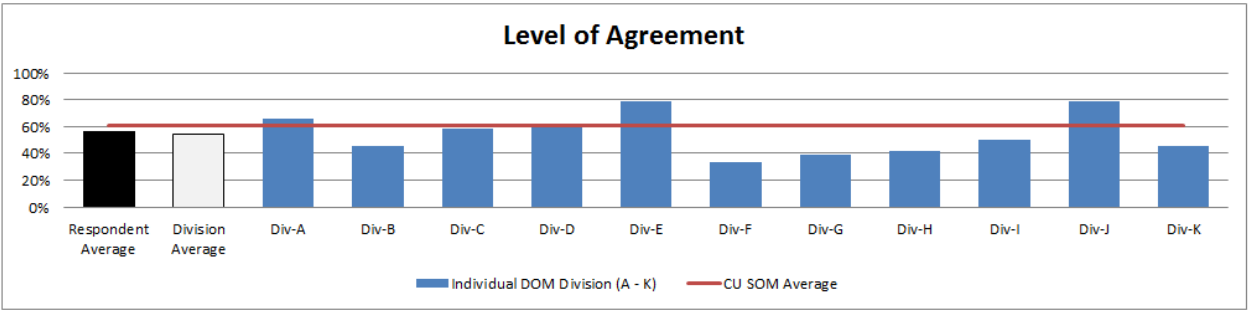
Level of Agreement

Please note: A low score or disagreement with this item should be viewed as a favorable response.

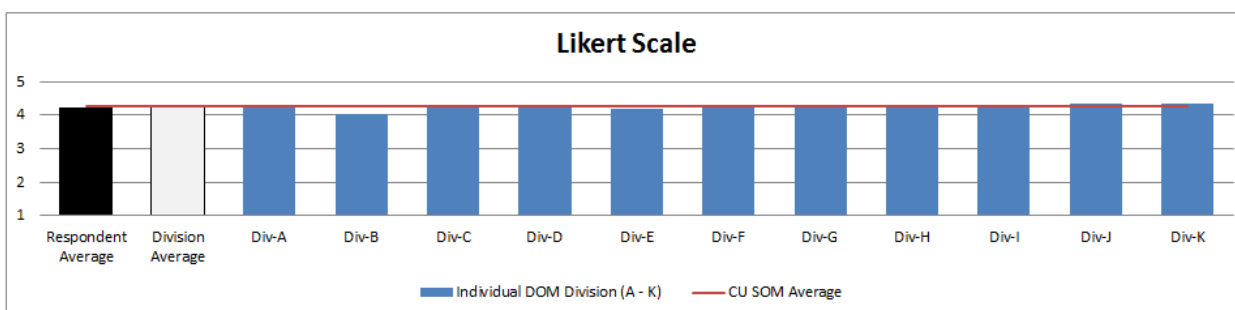| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.48	3.44	3.70	3.38	3.38	3.66	3.86	3.11	3.30	3.05	3.38	3.93	3.09
CU SOM Average	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57
# of Respondents	363		82	40	34	32	28	27	23	19	16	14	11

Likert Scale

Please note: A low score or disagreement with this item should be viewed as a favorable response.

21. I am proud to be a member of my department.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	83.5%	86.4%	89.0%	69.2%	91.4%	84.8%	75.0%	92.9%	86.4%	89.5%	81.3%	100.0%	90.9%
CU SOM Average	84.0%	84.0%	84.0%	84.0%	84.0%	84.0%	84.0%	84.0%	84.0%	84.0%	84.0%	84.0%	84.0%
# of Respondents	364		82	39	35	33	28	28	22	19	16	14	11
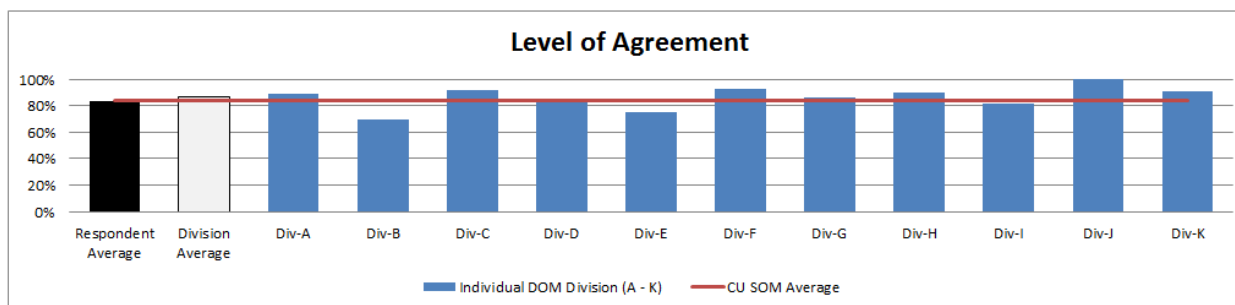
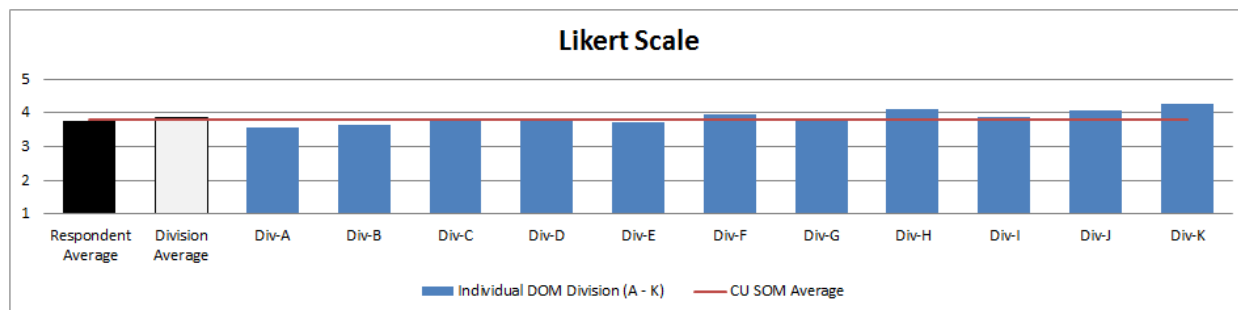| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.22	4.27	4.24	4.05	4.29	4.30	4.21	4.29	4.27	4.32	4.28	4.36	4.36
CU SOM Average	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27
# of Respondents	364		82	39	35	33	28	28	22	19	16	14	11

22. I feel that my work is appreciated.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	67.4%	71.6%	64.2%	57.9%	61.8%	69.7%	64.3%	78.6%	60.9%	78.9%	75.0%	85.7%	90.9%
CU SOM Average	69.6%		69.6%	69.6%	69.6%	69.6%	69.6%	69.6%	69.6%	69.6%	69.6%	69.6%	69.6%
# of Respondents	362		81	38	34	33	28	28	23	19	16	14	11
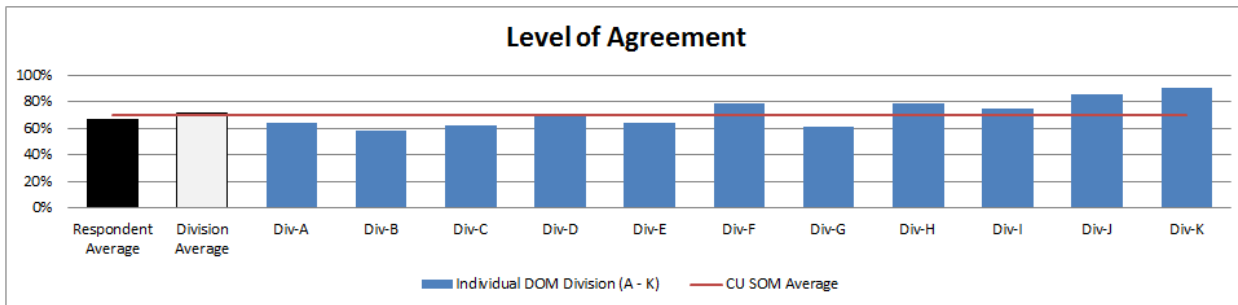
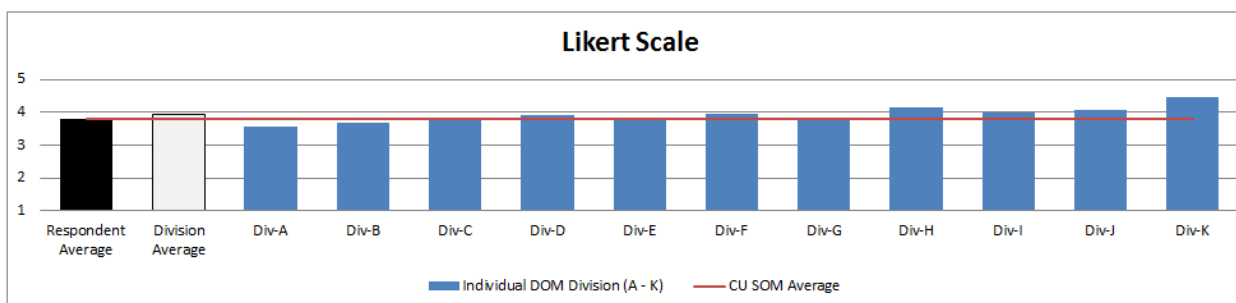| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.77	3.87	3.57	3.66	3.76	3.79	3.71	3.96	3.78	4.11	3.88	4.07	4.27
CU SOM Average	3.81		3.81	3.81	3.81	3.81	3.81	3.81	3.81	3.81	3.81	3.81	3.81
# of Respondents	362		81	38	34	33	28	28	23	19	16	14	11

23. There is a sense of academic community and collaboration in my department.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	69.9%	74.1%	61.0%	65.0%	70.6%	66.7%	67.9%	75.0%	73.9%	84.2%	81.3%	78.6%	90.9%
CU SOM Average	68.6%	68.6%	68.6%	68.6%	68.6%	68.6%	68.6%	68.6%	68.6%	68.6%	68.6%	68.6%	68.6%
# of Respondents	365		82	40	34	33	28	28	23	19	16	14	11
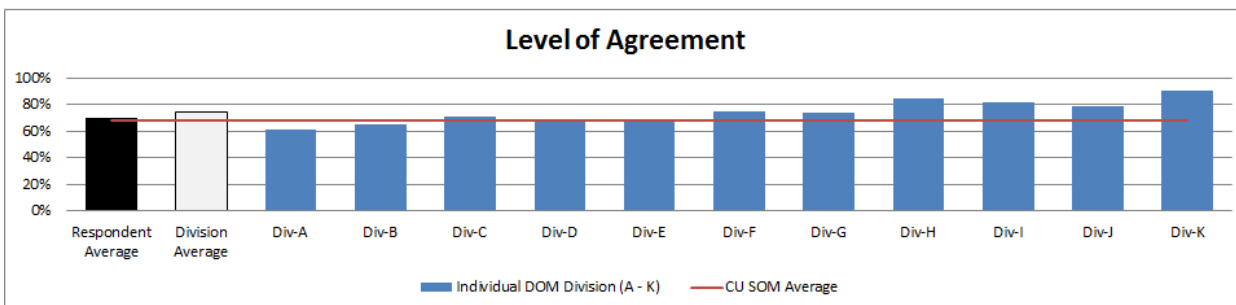
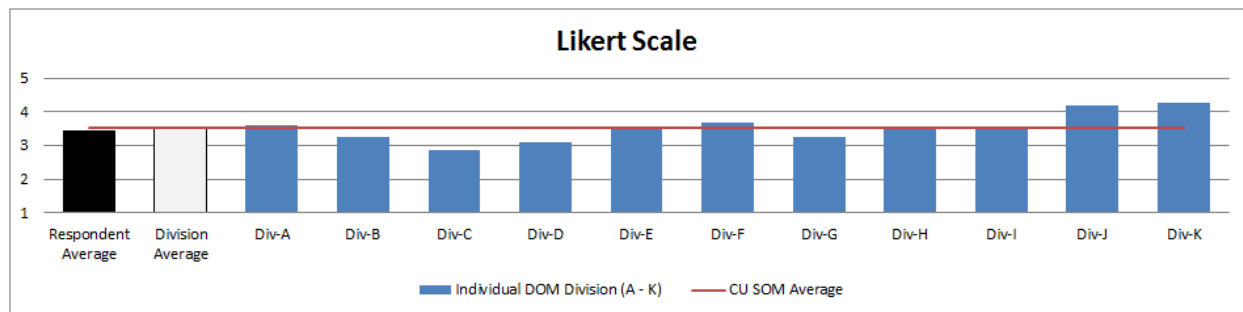| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.82	3.92	3.57	3.68	3.79	3.91	3.75	3.96	3.78	4.16	4.00	4.07	4.45
CU SOM Average	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
# of Respondents	365		82	40	34	33	28	28	23	19	16	14	11

31

24. I know where to go for help if I feel stressed, burned out or depressed.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	54.4%	57.1%	61.0%	40.5%	36.4%	36.4%	60.7%	63.0%	57.1%	50.0%	62.5%	78.6%	81.8%
CU SOM Average	57.8%	57.8%	57.8%	57.8%	57.8%	57.8%	57.8%	57.8%	57.8%	57.8%	57.8%	57.8%	57.8%
# of Respondents	351		77	37	33	33	28	27	21	18	16	14	11
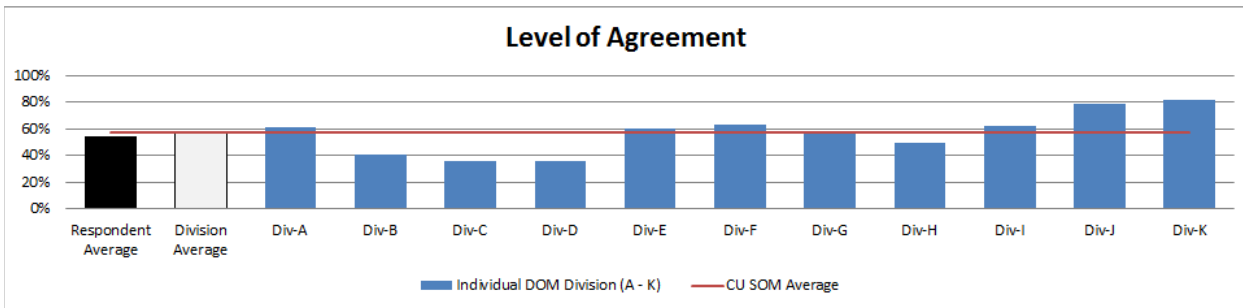
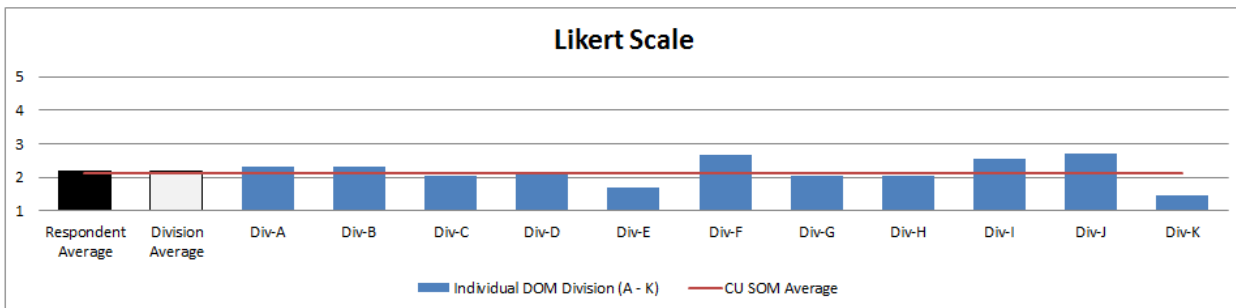| Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	3.46	3.54	3.62	3.27	2.88	3.09	3.57	3.67	3.24	3.56	3.56	4.21	4.27
CU SOM Average	3.54	3.54	3.54	3.54	3.54	3.54	3.54	3.54	3.54	3.54	3.54	3.54	3.54
# of Respondents	351		77	37	33	33	28	27	21	18	16	14	11

25. In my department I have observed faculty, residents, fellows, students or staff being mistreated.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	21.4%	21.7%	25.6%	21.1%	17.6%	18.2%	3.6%	40.7%	18.2%	10.5%	31.3%	42.9%	9.1%
CU SOM Average	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%	18.2%
# of Respondents	359		82	38	34	33	28	27	22	19	16	14	11
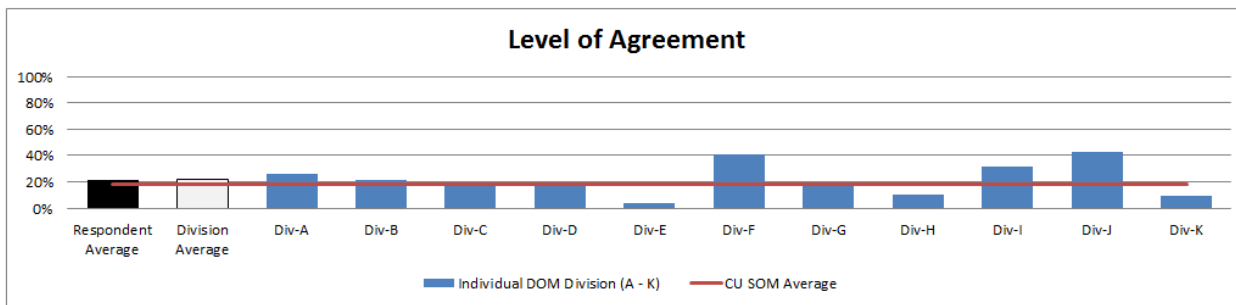
Please note: A low score or disagreement with this item should be viewed as a favorable response.

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	2.20	2.19	2.32	2.32	2.06	2.18	1.71	2.67	2.05	2.05	2.56	2.71	1.45
CU SOM Average	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14
# of Respondents	359		82	38	34	33	28	27	22	19	16	14	11

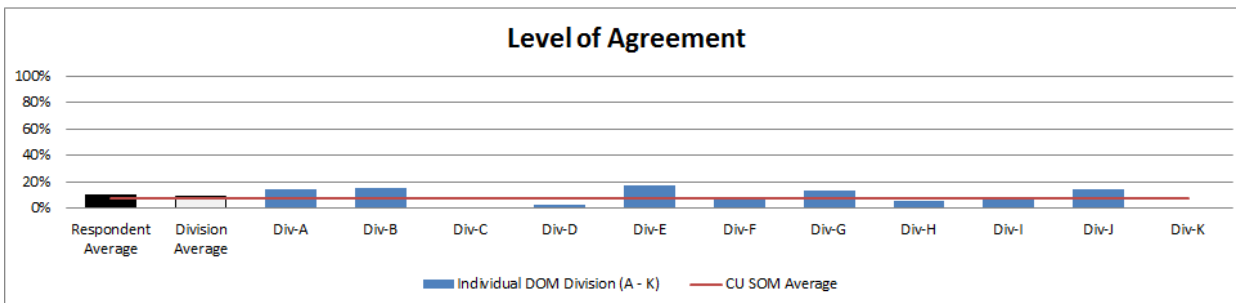Please note: A low score or disagreement with this item should be viewed as a favorable response.

26. In my department I have observed discrimination due to race, ethnicity, gender or sexual orientation.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	10.6%	8.9%	14.6%	15.8%	0.0%	3.0%	17.9%	7.1%	13.6%	5.3%	6.3%	14.3%	0.0%
CU SOM Average	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
# of Respondents	360		82	38	33	33	28	28	22	19	16	14	11

Please note: A low score or disagreement with this item should be viewed as a favorable response.

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	1.89	1.82	1.98	2.26	1.67	1.67	2.14	1.54	2.09	1.47	1.88	2.00	1.27
CU SOM Average	1.89	1.89	1.89	1.89	1.89	1.89	1.89	1.89	1.89	1.89	1.89	1.89	1.89
# of Respondents	360		82	38	33	33	28	28	22	19	16	14	11
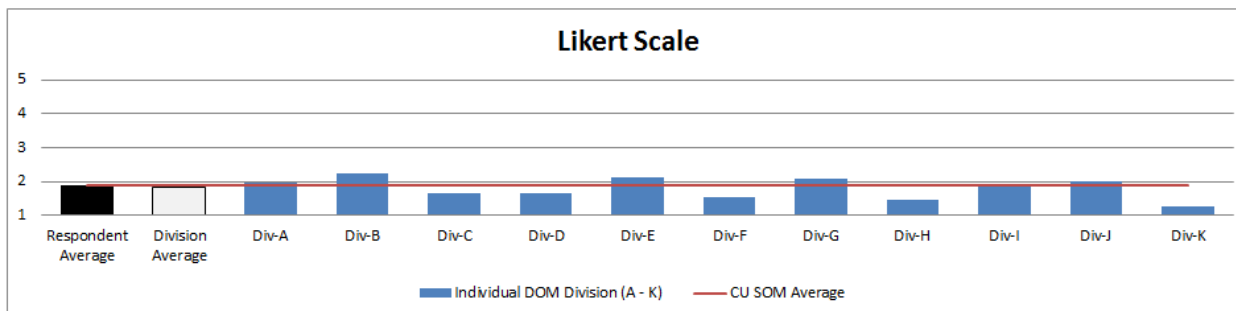
Please note: A low score or disagreement with this item should be viewed as a favorable response.

27. My department maintains high ethical and professional standards.

Level of Agreement (0-100%)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	81.4%	85.0%	76.5%	72.5%	90.9%	90.6%	71.4%	89.3%	77.3%	94.7%	87.5%	92.9%	90.9%
CU SOM Average	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%
# of Respondents	361		81	40	33	32	28	28	22	19	16	14	11
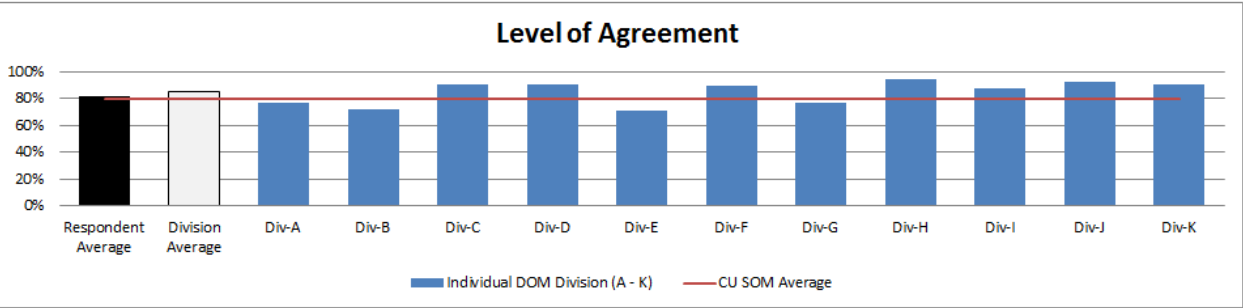
Level of Agreement

Likert Scale (1 to 5)	Respondent Average	Division Average	Div-A	Div-B	Div-C	Div-D	Div-E	Div-F	Div-G	Div-H	Div-I	Div-J	Div-K
Individual DOM Division (A - K)	4.18	4.24	4.14	3.93	4.36	4.25	4.07	4.29	4.00	4.37	4.31	4.29	4.64
CU SOM Average	4.15	4.15	4.15	4.15	4.15	4.15	4.15	4.15	4.15	4.15	4.15	4.15	4.15
# of Respondents	361		81	40	33	32	28	28	22	19	16	14	11

Likert Scale
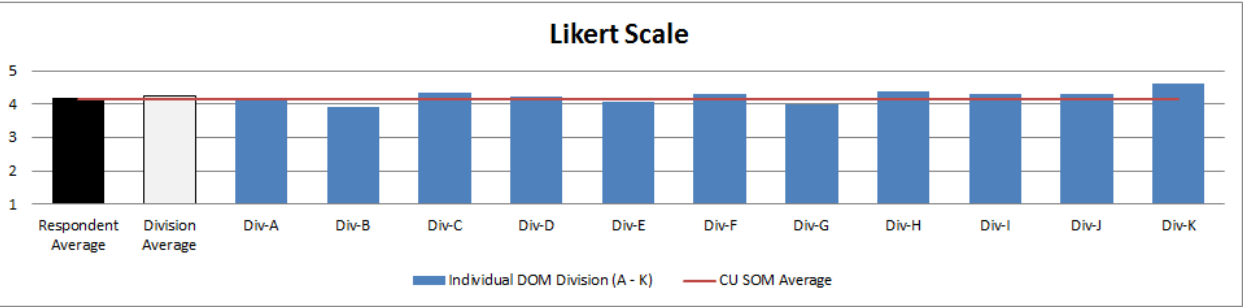
Comment Analysis
2016

Introduction

The survey questionnaire contained several text boxes for written responses. A "text analysis" of each comment was performed and the comment assigned to a "topic" based on a ranking and prioritization of the words and phrases used in the comment. Though this report does not contain the text of the comments made, it does contain the results of the analysis of those comments. These results are shown as tables of "categories". The number (frequency) of comments in each category is shown.

Words To Describe the Primary Department

Participants were asked to provide 3 words to describe their primary department. The lists below (sorted by department) show the frequency of each word used with the most frequent words shown at the beginning of each list. The numbers inside the brackets indicate the number of times the word was used. The word was only used once if no bracketed number is shown.

Medicine

- [48] large
- [25] collegial
- [24] academic
- [21] collaborative
- [21] supportive
- [20] innovative
- [16] big
- [13] research
- [10] diverse
- [9] excellence
- [9] inclusive
- [8] clinical
- [8] growing
- [8] strong
- [7] ambitious
- [7] impersonal
- [7] professional
- [6] disconnected
- [6] distant
- [6] productive
- [6] research focused
- [6] successful
- [5] competitive
- [5] dedicated
- [5] excellent
- [5] friendly

- [5] progressive
- [5] research-oriented
- [4] accomplished
- [4] committed
- [4] forward-thinking
- [4] good
- [4] hard-working
- [4] research-focused
- [4] respected
- [3] balanced
- [3] busy
- [3] cutting edge
- [3] driven
- [3] evolving
- [3] expanding
- [3] fair
- [3] hard working
- [3] proactive
- [3] talented
- [3] traditional
- [3] visionary
- [2] biased

- [2] broad
- [2] caring
- [2] centralized
- [2] changing
- [2] cheap
- [2] closed
- [2] competent
- [2] conservative
- [2] creative
- [2] energetic
- [2] expansive
- [2] forward thinking
- [2] helpful
- [2] heterogenous
- [2] honest
- [2] huge
- [2] improving
- [2] intelligent
- [2] isolated
- [2] knowledgeable
- [2] leader
- [2] male-dominated
- [2] micromanagement
- [2] outstanding
- [2] patient centered
- [2] positive

- [2] research driven
- [2] research oriented
- [2] scholarly
- [2] scholarship
- [2] segmented
- [2] specialty-driven
- .
- academic excellence
- academically diverse
- active
- adequate
- advanced
- aloof
- anonymous
- approachable
- arrogant
- at will
- average
- balkanized
- biased towards lab research
- breadth
- breath

- broad-based
- bureacratic
- business
- challenging
- change-averse
- clinical research
- clinically productive
- clique
- cliquish
- collaboration
- collarorative
- colleageal
- collegiality
- commitment
- commitment to research
- communication-challenged
- compartmentalized
- competency
- competing interests
- comprehensive
- conflicted
- confused
- confusing
- convoluted
- data driven
- decentralized

- diffuse
- disinterested
- disjointed
- disrespectful
- distinguished
- diverse in interests
- diverse interests
- diversity
- dollars
- dynamic
- easy to work with
- economics
- effective
- effort
- egotistical
- engaged
- engaging
- enriching
- established
- ethical
- evidence based
- excellet

- exciting
- focused
- forward mobility for mds only
- forward-looking
- fosters research
- fragmented
- frustrating
- funded
- goal -oriented
- good clinical and research balance
- good environment
- good-old boy
- greedy
- growth
- growth potential
- heirarchical
- high quality
- high standards
- homogenous (white men)
- humantarian
- image
- imposing
- in transition
- inclusion
- income-obsessed

- incongruent
- inconsistent
- indifferent
- influencial
- informative
- innovation
- input
- insular
- integrity
- intense
- intentional
- interactive
- inventive
- irrelevant
- judgemental
- judgmental
- kind
- large/huge
- less cohesive than 5 years ago
- litle concern for clinic
- machine
- male
- male dominated

- massive
- md
- md centric
- mediocre
- men
- micromanaged
- minimally involved
- misaligned
- monetized
- money obsessed
- monolithic
- motivated
- multifaceted
- multiple prioriities
- narcissistic
- narrow
- narrow-minded
- nice environment
- no
- non cohesive
- non-communicative
- non-intrusive
- nonclinical
- not helpful
- not present
- nurturing
- open
- opportunity
- optimistic
- organized
- out of date
- out of touch
- outside
- overreaching
- overworked
- parochial
- paternalistic
- patient care
- patient-care focus
- perfectionistic
- pioneering
- political
- potential
- practical
- pro-research mission
- profitdriven
- progressing
- proud
- provincial
- quality
- real
- recognized
- regulated
- reputable
- research centric
- research intensive
- research-driven
- resident-oriented
- respectable
- respectful
- responsible
- revenue
- rigid
- rising
- science based
- separated
- shared vision
- short-sighted
- siloed
- slow-progressing
- slow-to-change
- small-minded
- smart
- specialist dominant
- specialist-oriented
- square peg round hole
- stagnant
- stale
- stern
- stong
- stressful
- stringent
- striving
- strong leadership
- subspecialty
- success-driven
- support
- taxing
- team work
- teamwork
- tense
- thoughtful
- too big
- too broad
- top notch clinical
- transitioning
- transparent
- trying
- uncaring
- uncollegial
- underappreciated
- undisciplined
- unfair
- unfamiliar
- unfocused
- univ centric
- unorganized
- unsupportive
- unwieldy
- variable
- vision
- welcoming
- well-organized
- white
- working hard
- world-class

What one improvement would you suggest to make your department a better place to work?

Category	Count
Training/Development	15
Recognition & Rewards	12
Communication	11
Promotion/Opportunities	11
Organizational Structure	10
Meet with Employees	10
Compensation	9
Clinical Support	9
Faculty Support	5
Teamwork/Teambuilding	5
Hiring	4
Leadership	4
Expectation of the Job	4
Activities	3
Financial Support	3
Support for Research	3
Working Environment	3
Academics	3
Diversity	2
Incentive	2
Job Security	2
Performance/Reviews	2
Resources	2
The Mission	2
Departments	2
Accountability	1
Co-workers	1
Culture	1
Engagement	1
Process & Procedure	1
Scheduling & Time	1
Workload	1

Words To Describe the Secondary Department

Participants were asked to provide 3 words to describe their secondary department (if they had one). The participant typed the name of the department in a text field. The lists below (sorted by department).

Biochemistry
- collegial
- economics
- rigorous

Biostatistics
- academic
- collaborative
- research

CDB
- collaborative
- friendly
- research

Hospital Medicine Group
- cohesive
- driven
- talented

Immunology
- [2] innovative
- competitive
- leader
- narrow
- scientific
- siloed
- strong

Immunology/Microbiology
- ambitious
- collaborative
- research-focused

OBGYN
- diverse
- up and coming

Pathology
- diffuse
- disjointed
- large
- supportive

Pediatrics
- friendly
- innovative

Pharmacology
- diffuse
- energetic
- good graduate students
- good seminar program
- open
- research based

Physiology
- growth

Physiology & Biophysics
- accessable
- scholarly
- supportive

Words To Describe their Center

Participants were asked to provide 3 words to describe their Center (if they had one). The participant typed the name of the Center in a text field. The lists below (sorted by Center).

ACCORDS
- [2] collaborative
- [2] research
- constrained
- evolving
- forward-looking
- important
- insecure
- isolated
- pediatrics
- supportive

Anschutz Health and Wellness Center
- intellectually isolated
- strong in research
- struggling leadership
- unsettled

Cancer
- academic
- accesssible
- supportive

cancer cell biology
- male-dominated
- miscommunication
- non-inclusive

Cancer Center
- [2] collaborative
- [2] disorganized
- [2] supportive
- academic
- bad leadership
- chaotic
- committed
- constructive
- decentralized
- diffuse
- disconnected
- divided
- emerging
- excellence
- expanding
- expert
- fragmented
- great patient care
- great patient outcomes
- inequality
- invisible
- isolated
- leaderless
- poorly supported
- research focused
- siloed
- strong
- translational
- under appreciated
- underdeveloped
- uneven
- weak
- welcoming

CCTSI
- "translational"
- clinical
- collaborative
- declining
- expensive
- large
- research
- supportive
- top-heavy

Center
- average
- disparate
- distant

Center for Lungs and Breathing
- exciting
- nascent
- opportunity
- vague

Center for lungs and breathing
- evolving
- new
- virtual

Center for Women's Health
- collegial
- focused
- supportive

Center for Women's Health Research
- [2] supportive
- academic
- collaborative
- community
- community-engaged
- empowering
- engaging
- excellence
- growing
- interdisciplinary

Center for Women's Heath research
- inclusive
- nurturing
- visionary

Center on Aging
- research intensive
- under spaced
- underfunded

Center on Aging, Center for Women's Health Research
- collaborative
- virtual

Colorado Prevention Center
- diversified
- excellent
- resource

CPC Clinical Research
- organized
- striving for excellence
- unique

Digestiv e Health Center at UCH
- excellence
- growing
- oraganized

Fibrosis Center
- collaborative
- exciting
- new

Gates Stem Cell and Regenerative Medicine Center
- biomanufacturing facility
- good colleagues
- good seminars

Health and Wellness
- aspirational
- passionate
- stressed

Hemophilia and Thrombosis Center
- collegial
- leader
- patient advocate

Personalized Medicine
- complicated
- nascent
- not well known

Sickle Cell Center
- accomplished
- dedicated
- overextended

UCCC
- collaborative

University of Colorado Cancer Center
- diverse interests
- dynamic

What one improvement would you suggest to make your Center a better place to work?

Category	Count
Leadership	6
Benefits	3
Organizational Structure	3
Communication	2
Financial Support	2
Recognition & Rewards	2
Teamwork/Teambuilding	2
More Support	2
Activities	1
Hiring	1
Resources	1
Stress	1
Support for Research	1
The Mission	1
Academics	1
Meet with Employees	1

Final Comments?

Participants were asked to enter any final comments. The comments entered were categorized based on content.

Category	Count
Leadership	7
Training/Development	7
Satisfied Here	6
Hiring	5
Working Environment	5
Recognition & Rewards	4
Compensation	3
Communication	3
Academics	3
Culture	2
Equity	2
Faculty Support	2
Organizational Structure	2
Performance/Reviews	2
Process & Procedure	2
Promotion/Opportunities	2
Quality	2
Meet with Employees	2
Activities	1
Co-workers	1
Decision Making	1
Job Security	1
Retention	1
Stress	1
Support for Research	1
Clinical Support	1
Grand Rounds	1
Research Support	1
More Support	1
Planning	1