2026 Employee Campus Climate Survey: Summary of Results

Bloomsburg LOCK HAVEN MANSFIELD

COMMONWEALTH UNIVERSITY OF PENNSYLVANIA

Background

2022 Survey

- Sponsored by PASSHE as a system-wide campus climate survey
- Administered by Viewfinder Campus Climate Surveys
- Conducted using three separate survey instruments for faculty, staff, and non-represented employees
- Achieved employee response rates ranging between 40-50%

2026 Survey

- Administered for CU by Viewfinder Campus Climate Surveys
- Sent to 1,400+ CU employees
- Used single survey instrument with role-based skip patterns
- Replaced the three-survey approach used in 2022

Speaker Notes for Slide 2

Background

The 2022 campus climate survey was conducted as part of a PASSHE-wide initiative using separate survey instruments for different employee groups. In 2026, CU again partnered with Viewfinder Campus Climate Surveys, but used a single survey instrument with role-based skip patterns to create a more streamlined survey experience.

Despite these methodological differences, many core climate measures remained consistent, allowing for meaningful comparisons over time. As we review the findings, our focus will be on the broader themes that emerge across multiple sections of the survey, rather than on individual questions alone.

Background

Survey Administration

- Opened on February 2, 2026
- Sent reminder emails on February 9, 16, and 23
- Included promotion through *The Triad*
- Achieved a 39% response rate

Comparing 2022 and 2026 Results

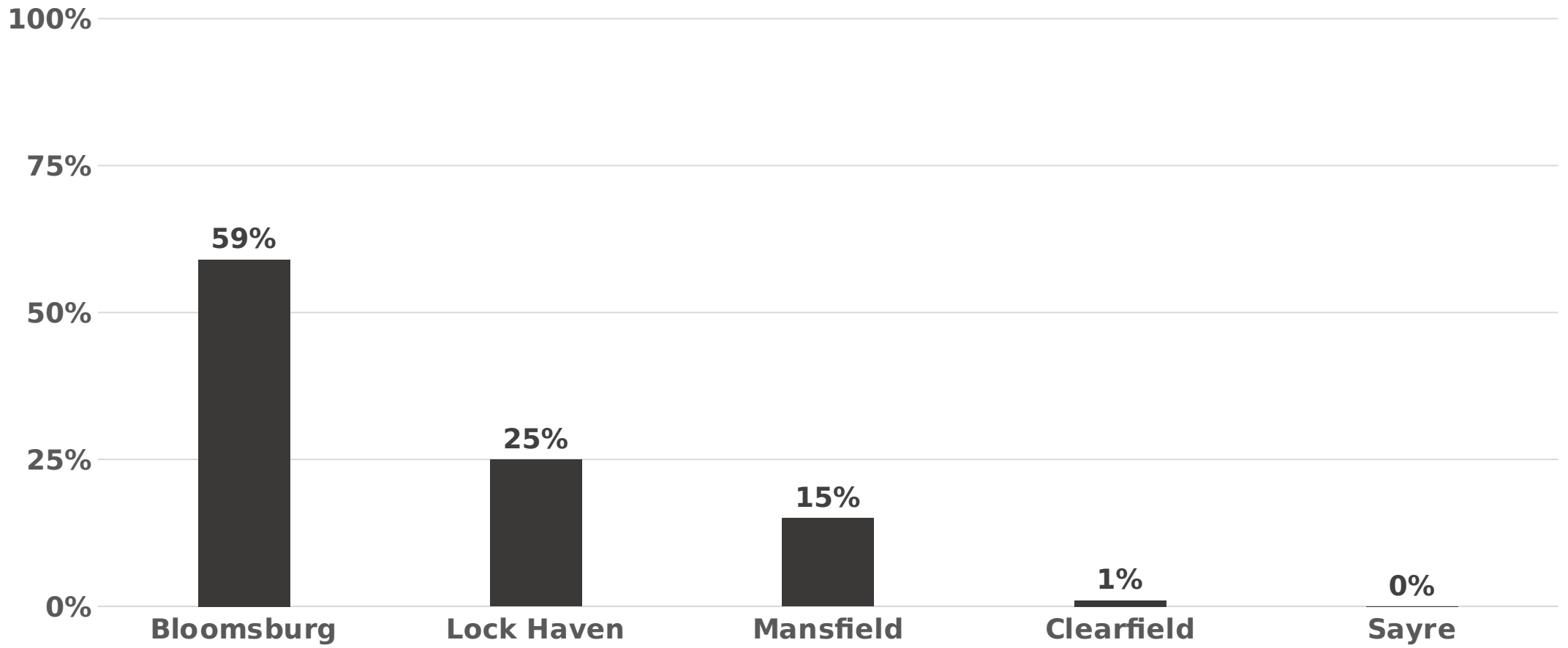
- Used similar survey instruments
- Included longitudinal comparisons where possible
- Provided results through the OIE website via the employee dashboard

Speaker Notes for Slide 3

Background

The survey was open throughout February 2026 and was supported by reminder emails and promotion through The Triad. It achieved a 39% response rate, which is consistent with participation levels commonly seen in employee climate surveys. The results include longitudinal comparisons with the 2022 survey where comparable questions existed. While no survey captures every perspective, the quantitative findings and open-ended comments revealed remarkably consistent themes, increasing confidence that the results reflect employee experiences across the university.

2026: Home Campus of Employees

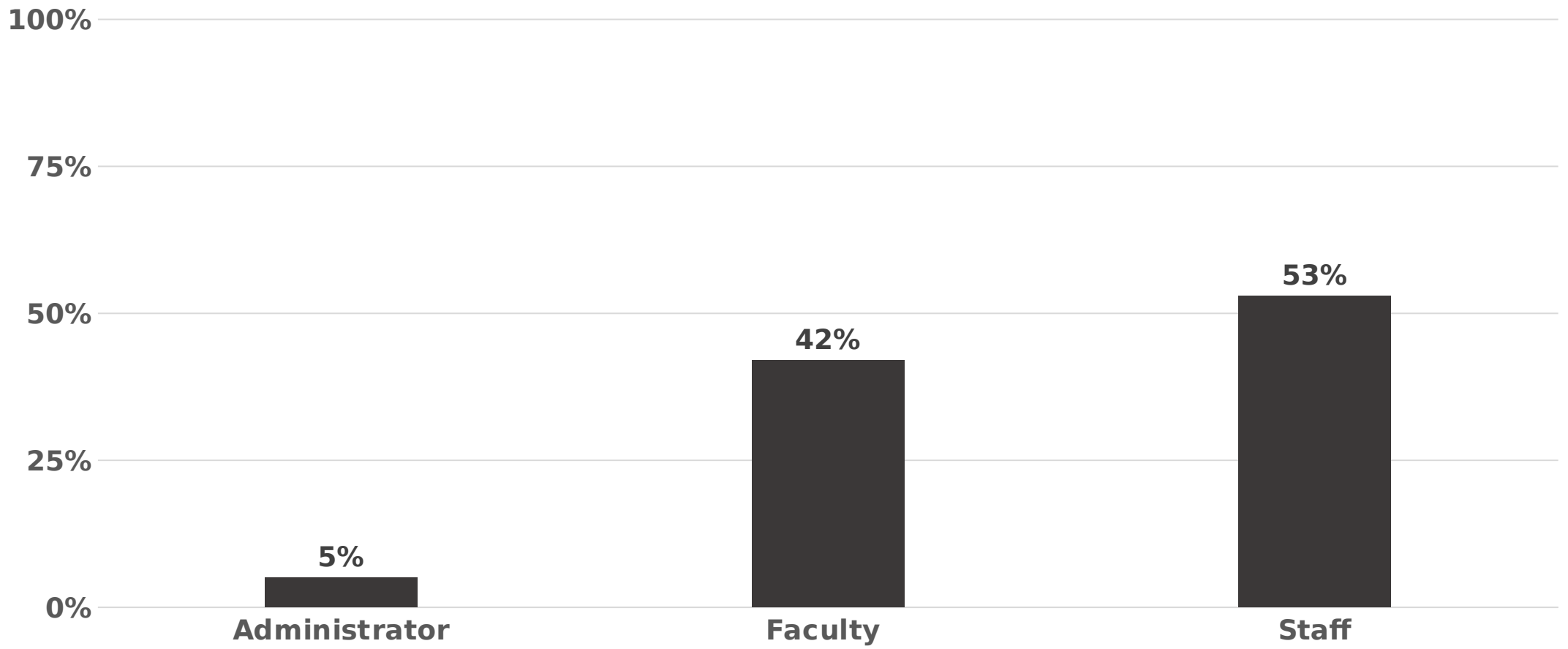


Speaker Notes for Slide 4

2026: Home Campus of Employees

Survey respondents generally reflected the university's campus distribution. Bloomsburg employees accounted for 59% of responses, slightly higher than their share of the workforce (55%). Lock Haven employees represented 25% of respondents, compared with 27% of the workforce, while Mansfield employees represented 15% of respondents, compared with 19% of the workforce. As a result, Bloomsburg employees were somewhat overrepresented and Mansfield employees somewhat underrepresented in the survey responses, which should be considered when interpreting campus-level comparisons.

2026: Primary Position at CU



Speaker Notes for Slide 5

2026: Primary Position at CU

Most respondents identified as staff (53%) or faculty (42%), while only 5% identified as administrators. As with campus representation, it is important to consider how respondent groups compare to the overall employee population when interpreting results by employee category. Because the administrator group represents a relatively small share of respondents, findings for this group should be interpreted with appropriate caution.

Key Takeaways

- Employees feel more positive about their immediate work environment than institutional systems.
- Communication and trust emerge as the recurring institutional challenges.
- Heavy workloads and limited staffing were frequently cited concerns.
- Employees continue to navigate the tension between campus identity and institutional integration.
- Perceptions of diversity and inclusion improved, but employee views on diversity, equity, and inclusion (DEI) priorities remain divided.
- Campus differences reflect different strengths and concerns rather than fundamentally different climates.

Speaker Notes for Slide 6

Key Takeaways

Key takeaways emerged consistently throughout the survey and will serve as the framework for the analysis that follows.

First, employees feel more positive about their immediate work environment than institutional systems. Survey respondents reported strong levels of safety, belonging, feeling welcome, respect, and overall satisfaction with interactions, while ratings were generally lower for communication, collaboration, consistency, and institutional processes.

Second, communication and trust emerged as recurring institutional challenges. Concerns about leadership communication, transparency, confidence in institutional communications, and perceptions of fairness appeared consistently across both survey responses and employee comments.

Third, workload remains a concern. Approximately half of employees reported workloads that are too heavy, and workload-related concerns were among the most common themes in the open-ended comments.

Fourth, employees frequently discussed collaboration, consistency, communication, equity, and inter-campus relationships, suggesting that many continue to navigate the challenges of operating as a multi-campus institution.

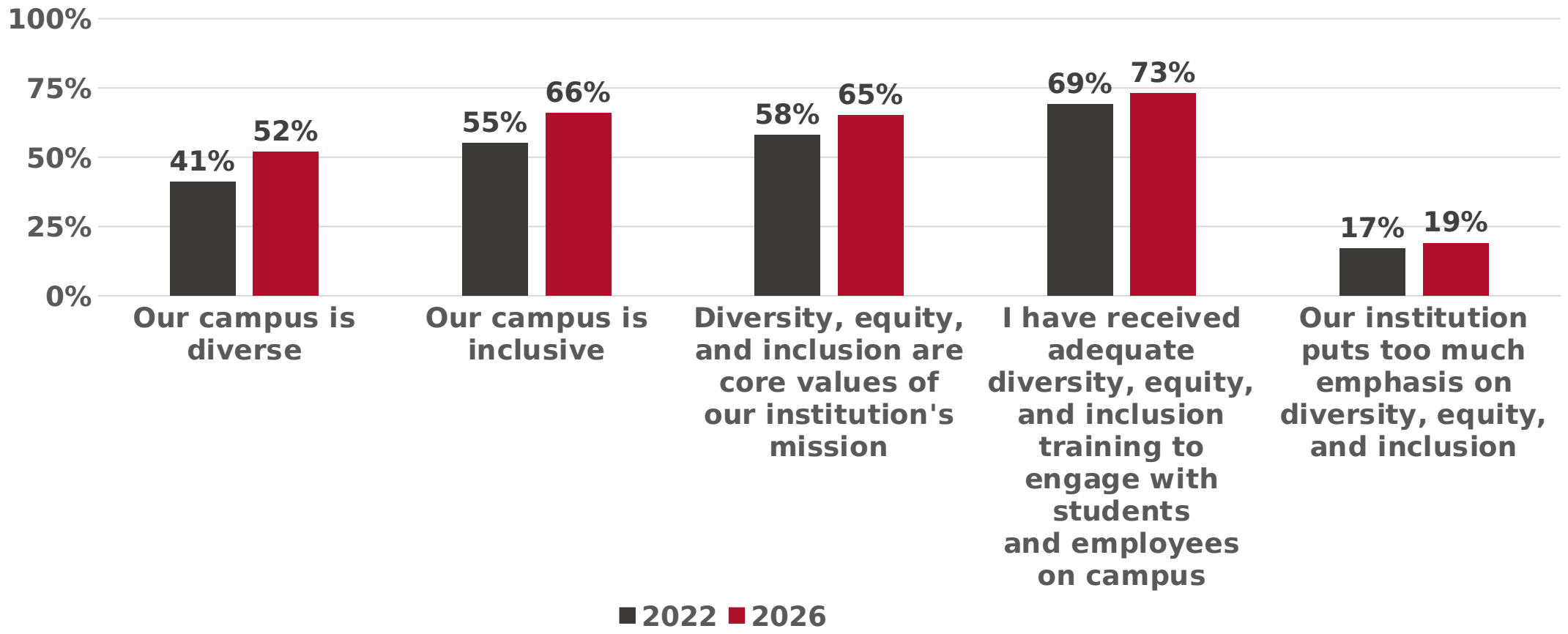
Fifth, employees hold differing views on diversity, equity, and inclusion priorities. While perceptions of diversity and inclusion improved in several areas compared with 2022, confidence in leadership's commitment declined. Open-ended comments revealed differing perspectives, with some employees calling for stronger institutional emphasis on DEI efforts and others expressing concern that too much attention is already devoted to these issues.

Finally, campus differences reflect different strengths and concerns rather than fundamentally different climates. Employees across all three campuses reported positive perceptions related to safety, welcome, and satisfaction. Differences emerged primarily in the issues employees emphasized, with Bloomsburg respondents more frequently identifying concerns related to workload, communication, and climate, while Lock Haven and Mansfield respondents tended to report stronger perceptions in selected leadership, communication, belonging, and community measures.

The following sections provide additional detail and evidence supporting each of these themes.

Diversity, Equity, and Inclusion

(Percent of employees agreeing or strongly agreeing)



Speaker Notes for Slide 7

Diversity, Equity, and Inclusion (Percent of employees agreeing or strongly agreeing)

Perceptions of diversity and inclusion improved across every measure since 2022. Ratings that CU is diverse increased from 41% to 52%, while ratings that CU is inclusive increased from 55% to 66%. Ratings that diversity, equity, and inclusion are core institutional values increased from 58% to 65%, and perceptions of adequate DEI training increased from 69% to 73%. At the same time, only 19% of employees believe the institution places too much emphasis on diversity, equity, and inclusion. Lock Haven reported the strongest perceptions of diversity, inclusion, and DEI as a core institutional value.

Campus ratings:

Campus diverse – BL 51%, LH 59%, MA 47%

Campus inclusive – BL 61%, LH 73%, MA 75%

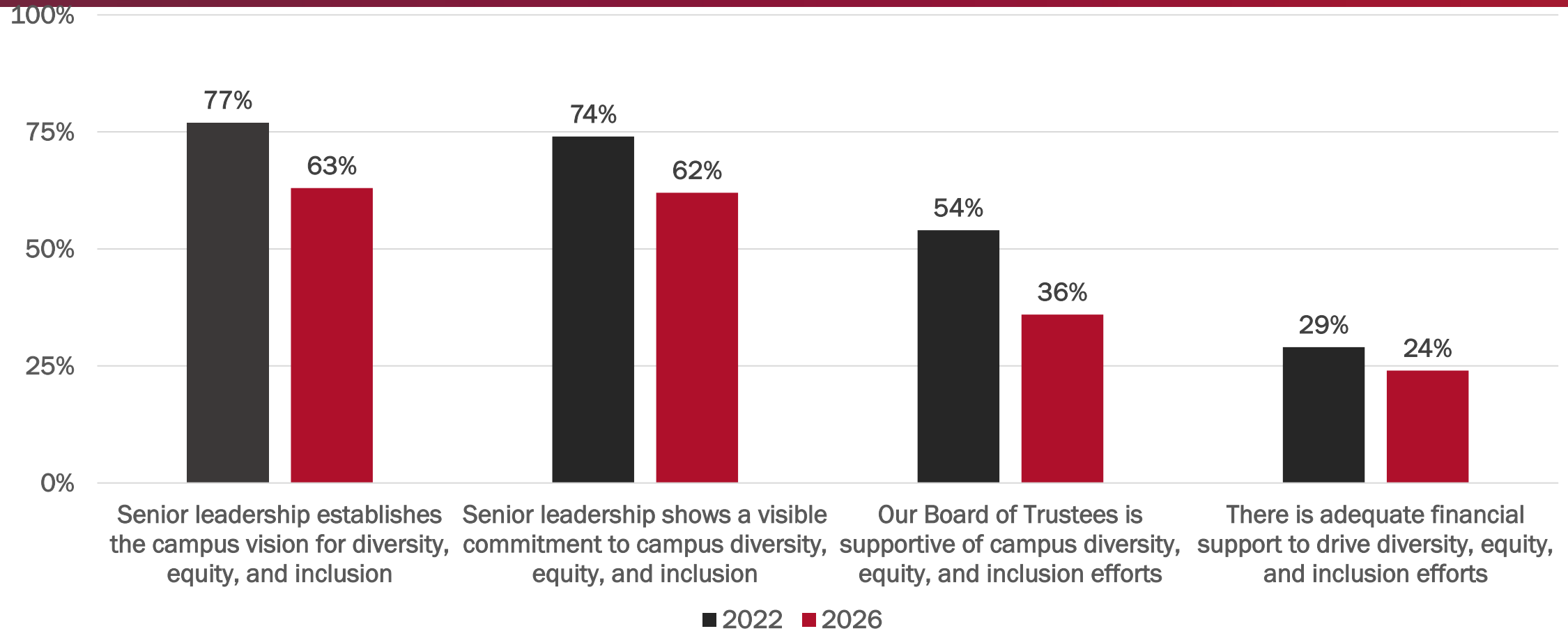
DEI in core values – BL 61%, LH 76%, MA 62%

Adequate DEI training – BL 72%, LH 78%, MA 73%

Emphasizes DEI too much – BL 19%, LH 20%, MA 22%

Senior Leadership's DEI Efforts

(Percent of employees agreeing or strongly agreeing)



Speaker Notes for Slide 8

Senior Leadership's DEI Efforts (Percent of employees agreeing or strongly agreeing)

This is one of the few areas showing notable declines since 2022. Perceptions that senior leadership establishes a vision for DEI declined from 77% to 63%, while perceptions of Board support declined from 54% to 36%. At the same time, perceptions of campus diversity and inclusion improved, suggesting employees may distinguish between their campus experiences and their views of institutional leadership's DEI efforts.

Campus ratings:

Campus vision – BL 61%, LH 70%, MA 62%

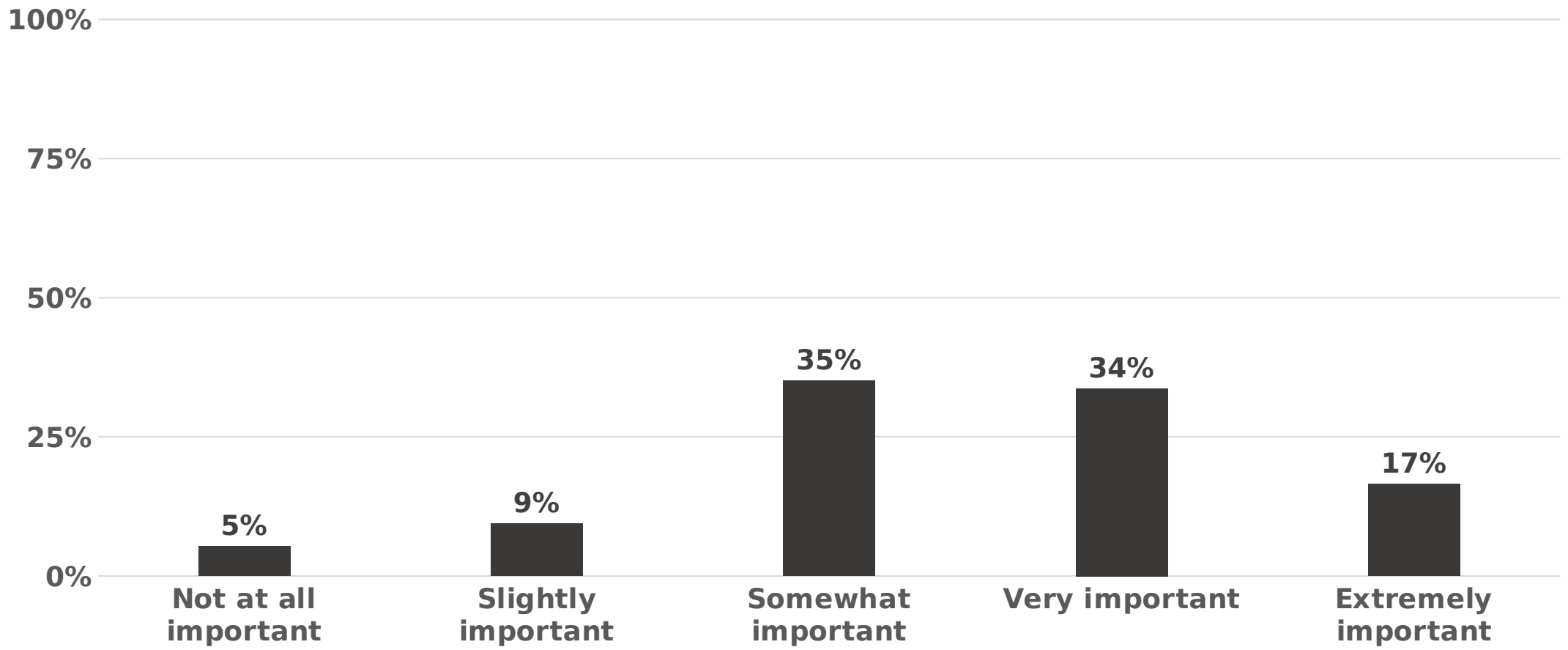
Visible commitment – BL 57%, LH 73%, MA 64%

Board supportive – BL 32%, LH 42%, MA 38%

Adequate financial support – BL 25%, LH 20%, MA 24%

2026: Importance of DEI to Campus Leadership

(Employee Responses)



Speaker Notes for Slide 9

2026: Importance of DEI to Campus Leadership (Employee Responses)

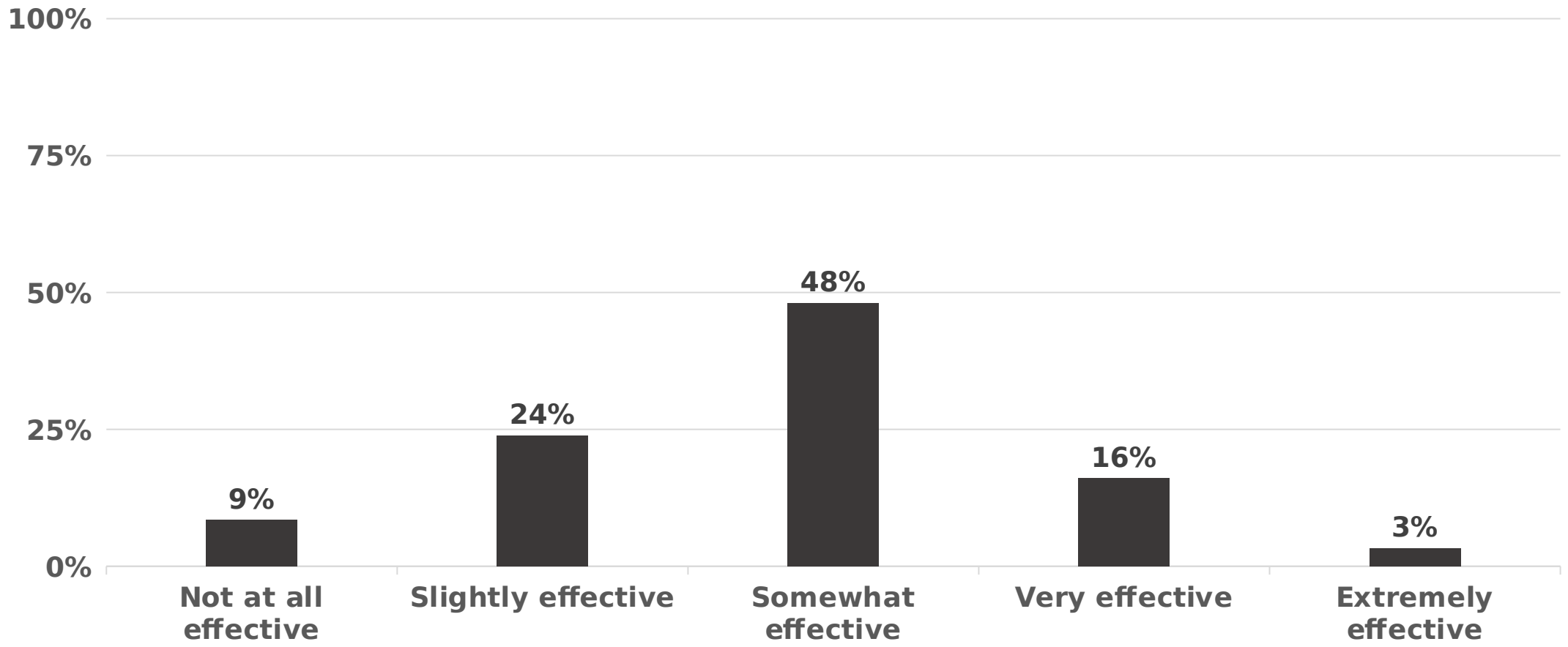
About half of employees (51%) view diversity, equity, and inclusion as very or extremely important to campus leadership. Perceptions vary by campus, with Lock Haven reporting the strongest support (61%), followed by Mansfield (53%) and Bloomsburg (46%).

Campus ratings: BL 46%, LH 61%, MA 53%

Note: 2022 climate survey worded differently and also used a different Likert scale on this item.

2026: CU's Effectiveness at Promoting Racial/Cultural Interactions Between Different Groups

(Employee Responses)



Speaker Notes for Slide 10

2026: CU's Effectiveness at Promoting Racial/Cultural Interactions Between Different Groups (Employee Responses)

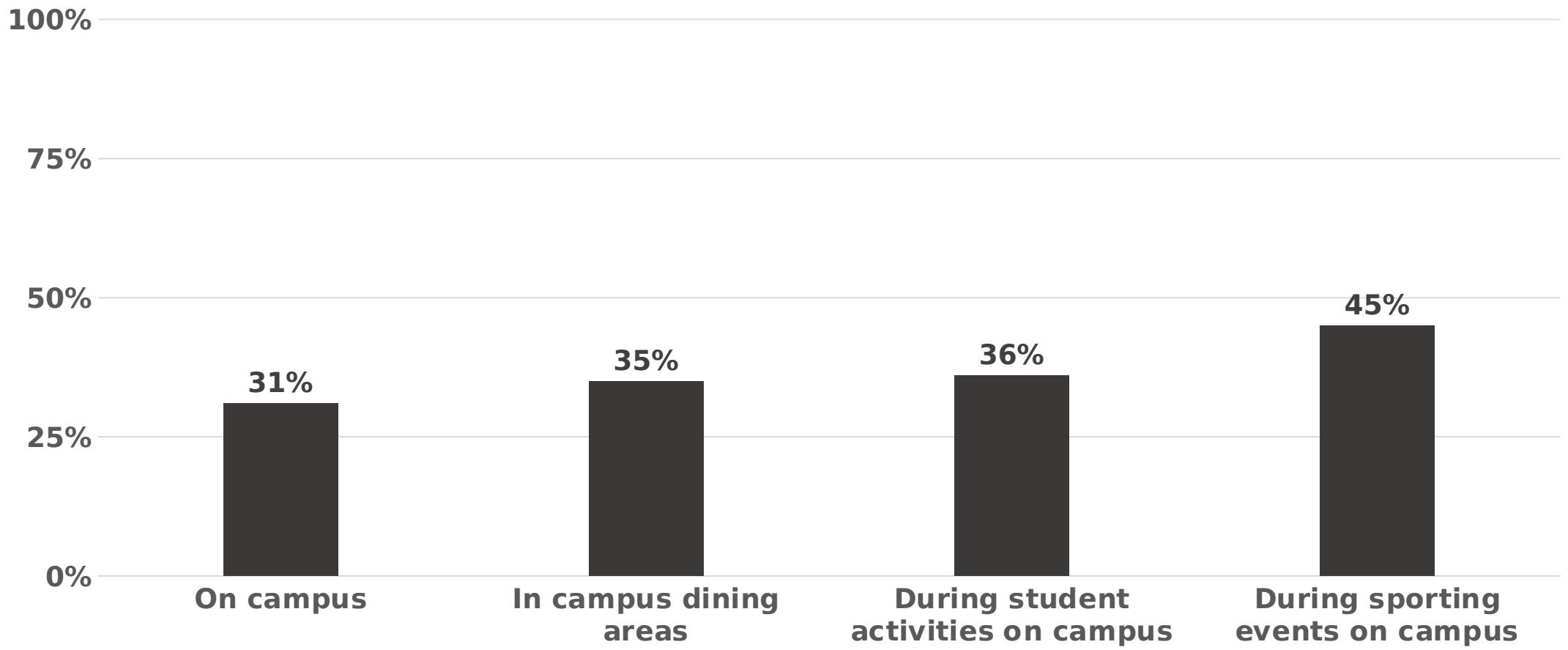
Employees generally viewed CU as somewhat effective in promoting interactions across racial and cultural groups. Only 19% rated the institution as very or extremely effective, while nearly half selected "somewhat effective." Perceptions varied by campus, ranging from 17% at Bloomsburg to 25% at Mansfield.

Campus ratings: BL 17%, LH 21%, MA 25%

Note: 2022 climate survey used a different Likert scale on this item.

2026: Rating the Level of Integration Among Racial/Ethnic Groups

(Percent of employees indicating very or extremely integrated)



Speaker Notes for Slide 11

2026: Rating the Level of Integration Among Racial/Ethnic Groups (Percent of employees indicating very or extremely integrated)

Employees report relatively low levels of interaction across racial and cultural groups in campus settings. Perceived integration is strongest during sporting events (45%) and weakest in general campus settings (31%). Campus differences are modest overall, although Mansfield reported the lowest perception of on-campus integration (21%), compared with 33% at Bloomsburg.

Campus ratings:

On campus – BL 33%, LH 27%, MA 21%

In campus dining – BL 36%, LH 28%, MA 35%

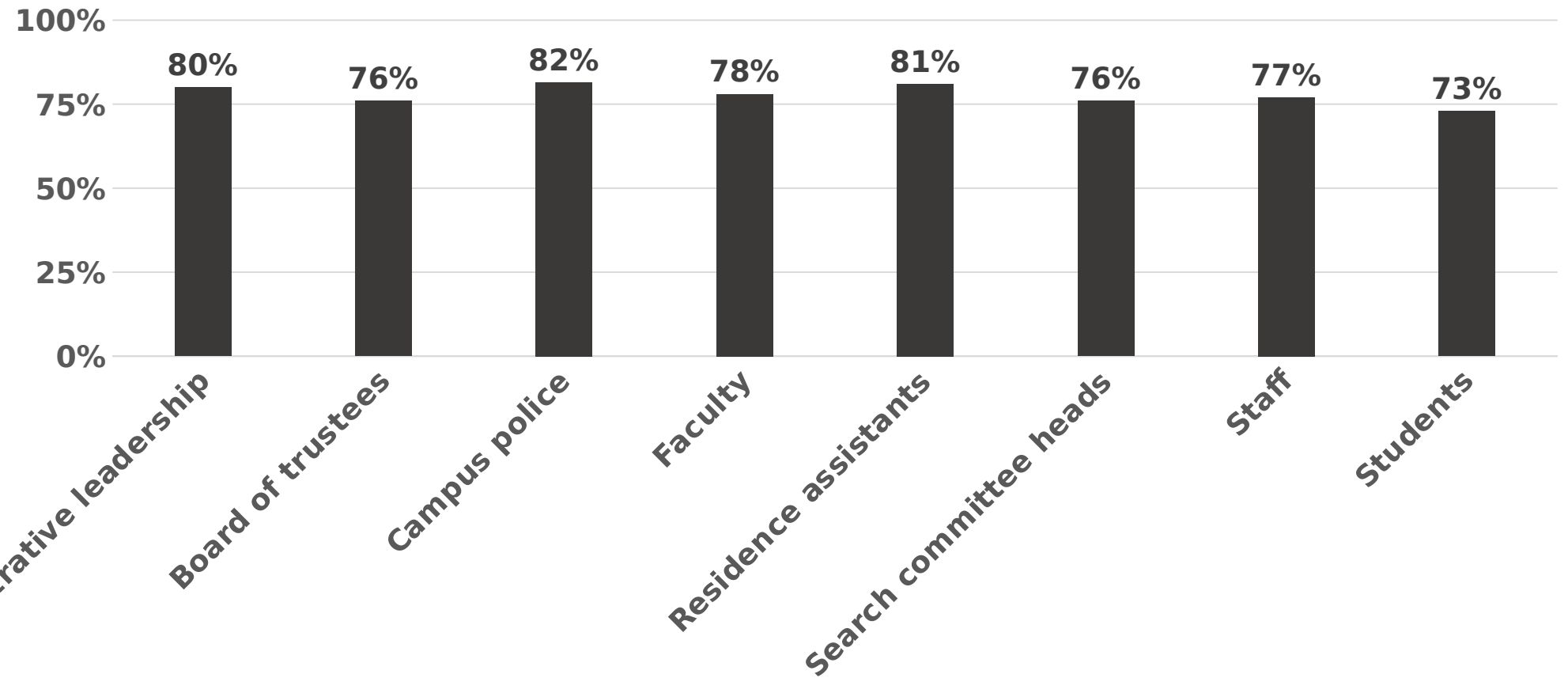
Student activities – BL 36%, LH 31%, MA 36%

Sporting events – BL 47%, LH 37%, MA 44%

Note: 2022 climate survey worded differently and also used a different Likert scale on this item.

2026: Groups that Should be Required to Participate in DEI Training

(Percent of employees agreeing or strongly agreeing)



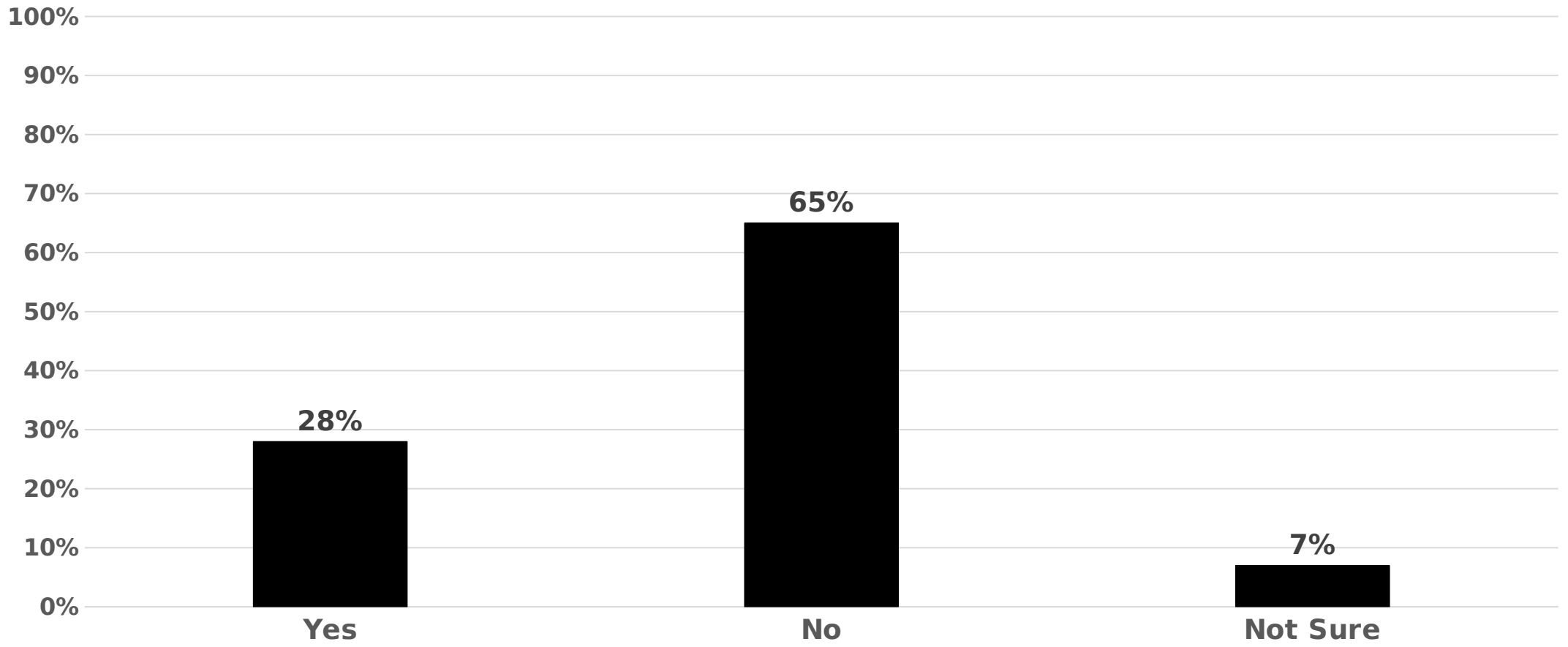
Speaker Notes for Slide 12

2026: Groups that Should be Required to Participate in DEI Training (Percent of employees agreeing or strongly agreeing)

Support for DEI training is broad and consistent across constituencies. At least 73% of employees support DEI training for every group included in the survey, with support ranging from 73% for students to 82% for campus police and residence assistants.

Note: This item wasn’t included on the 2022 climate survey.

2026: Employees Experienced Discrimination, Bias, Harassment, Stalking, or Sexual Assault



Speaker Notes for Slide 13

2026: Employees Experienced Discrimination, Bias, Harassment, Stalking, or Sexual Assault

More than one-quarter of employees (28%) reported experiencing discrimination, bias, harassment, stalking, or sexual assault while at CU. Reports were somewhat higher at Bloomsburg (30%) and lower at Mansfield (22%), with Lock Haven falling in between (27%).

Campus ratings:

Yes: BL 30%, LH 27%, MA 22%

2026: Top Forms of Discrimination, Bias, Harassment, Stalking, or Sexual Assault

123 Employees Indicated "Yes" to the previous question (multiple responses were permitted on this item in the survey):

- Bullying – 80
- Discrimination based on biological sex – 48
- Retaliation – 38
- Discrimination based on age – 33
- Discrimination based on political views – 22

Speaker Notes for Slide 14

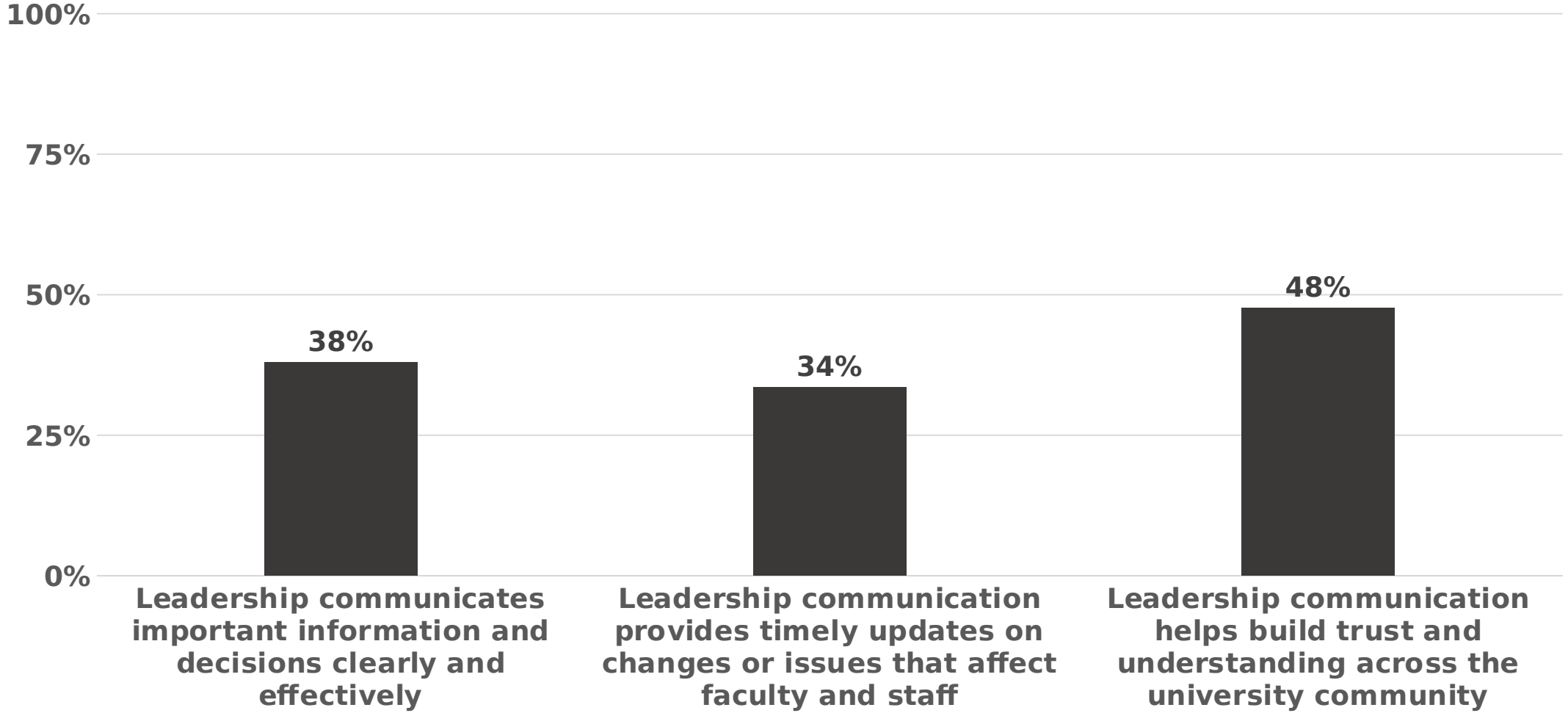
2026: Top Forms of Discrimination, Bias, Harassment, Stalking, or Sexual Assault

Bullying was the most frequently reported concern, cited by 80 employees. This was much higher than the next most common concerns: sex-based discrimination (48) and retaliation (38).

Bloomsburg has higher number of responses as might be expected but also more types of discrimination were indicated across the board for Bloomsburg.

2026: Leadership Communications (KPI)

(Percent of employees agreeing or strongly agreeing)



Speaker Notes for Slide 15

2026: Leadership Communications (KPI) (Percent of employees agreeing or strongly agreeing)

Leadership communication remains one of the institution's lowest-rated areas. Only 38% of employees agreed that leadership communicates important information clearly and effectively, and just 34% agreed that leadership provides timely updates. While perceptions were somewhat more positive regarding communication's ability to build trust (48%), this measure also suggests room for improvement.

Campus ratings:

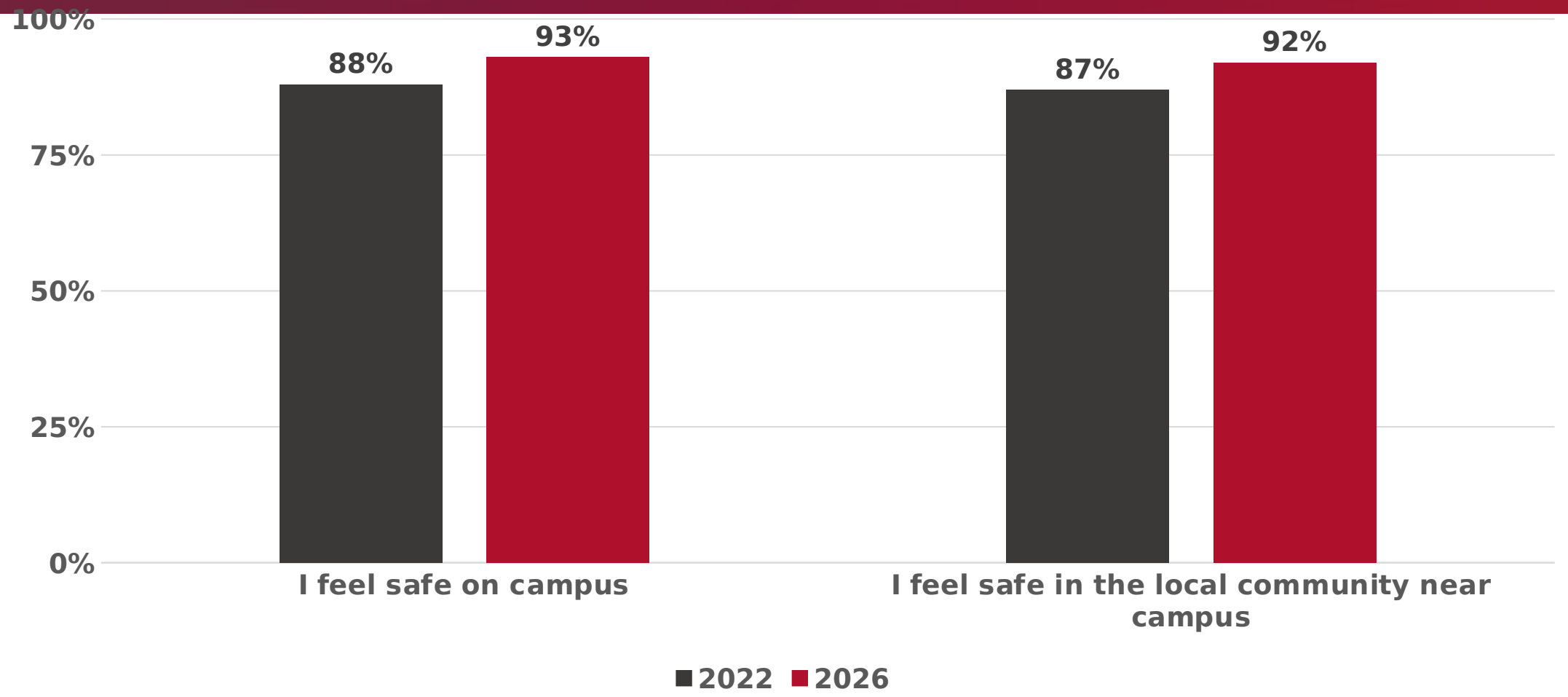
Communicates important information – BL 35%, LH 43%, MA 38%

Provides timely updates – BL 32%, LH 37%, MA 33%

Helps build trust – BL 48%, LH 50%, MA 53%

Safety Concerns

(Percent of employees agreeing or strongly agreeing)



Speaker Notes for Slide 16

Safety Concerns (Percent of employees agreeing or strongly agreeing)

Safety is among CU's strongest findings. Ninety-three percent of employees reported feeling safe on campus, and 92% reported feeling safe in their local community. Mansfield reported particularly strong results, including 100% agreement regarding campus safety and higher rates of "strongly agree" responses than Bloomsburg and Lock Haven.

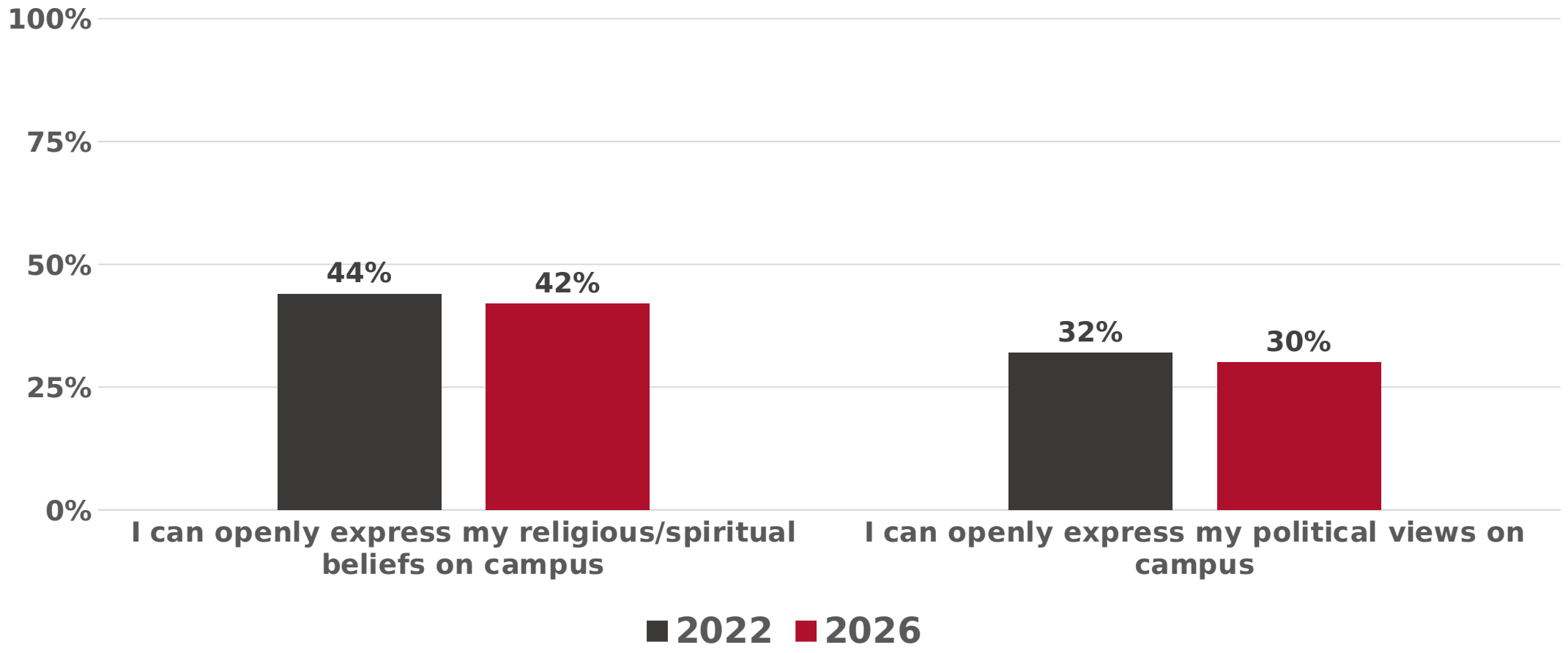
Campus ratings:

Safe on campus – BL 92%, LH 91%, MA 100% (MA is 67% strongly agree, compared with BL 50% and LH 48%)

Safe in local community – BL 90%, LH 91%, MA 97%

Religious and Political Expression

(Percent of employees agreeing or strongly agreeing)



Speaker Notes for Slide 17

Religious and Political Expression (Percent of employees agreeing or strongly agreeing)

Employees reported greater comfort expressing religious beliefs (42%) than political views (30%). Perceptions varied by campus, with Mansfield employees reporting higher levels of comfort expressing both religious and political beliefs than employees at Bloomsburg and Lock Haven.

Campus ratings:

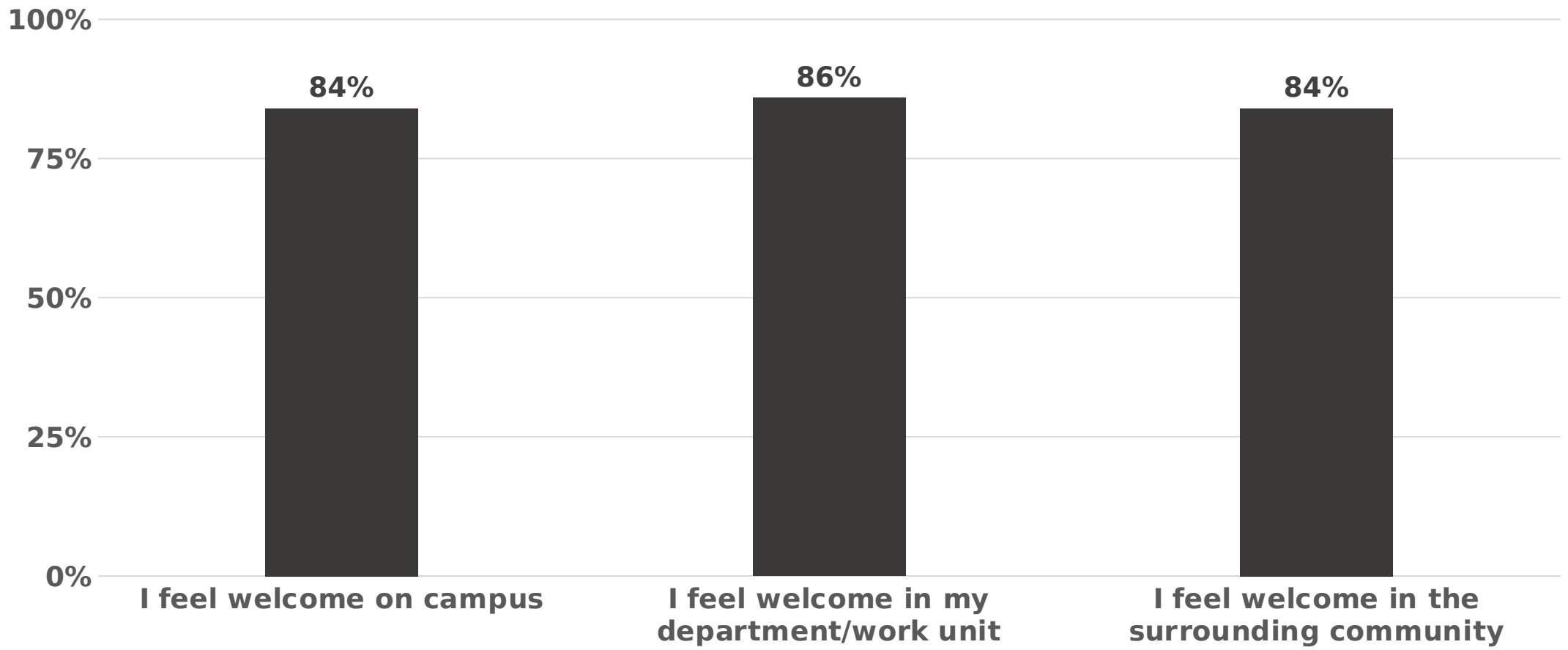
Express religious beliefs on campus – BL 35%, LH 49%, MA 57%

Express political beliefs on campus – BL 28%, LH 23%, MA 44%

Note: Employees were not asked in 2022 if they could openly express their sexual identity/orientation on campus or anywhere else. For the 2026 survey, employees who indicated they weren't heterosexual were asked if they could express their sexual identity on campus and 56% indicated they could.

2026: Feeling Welcome

(Percent of employees agreeing or strongly agreeing)



Speaker Notes for Slide 18

2026: Feeling Welcome (Percent of employees agreeing or strongly agreeing)

Employees reported a strong sense of welcome across multiple areas of university life. Most indicated they feel welcome within their departments (86%), on campus (84%), and in their surrounding communities (84%). While ratings were consistently positive across campuses, Mansfield employees were more likely to strongly agree that they feel welcome on campus and within their departments.

Campus ratings:

Feel welcome on campus – BL 82%, LH 88%, MA 84% (MA is 65% strongly agree, compared with BL 41% and LH 51%)

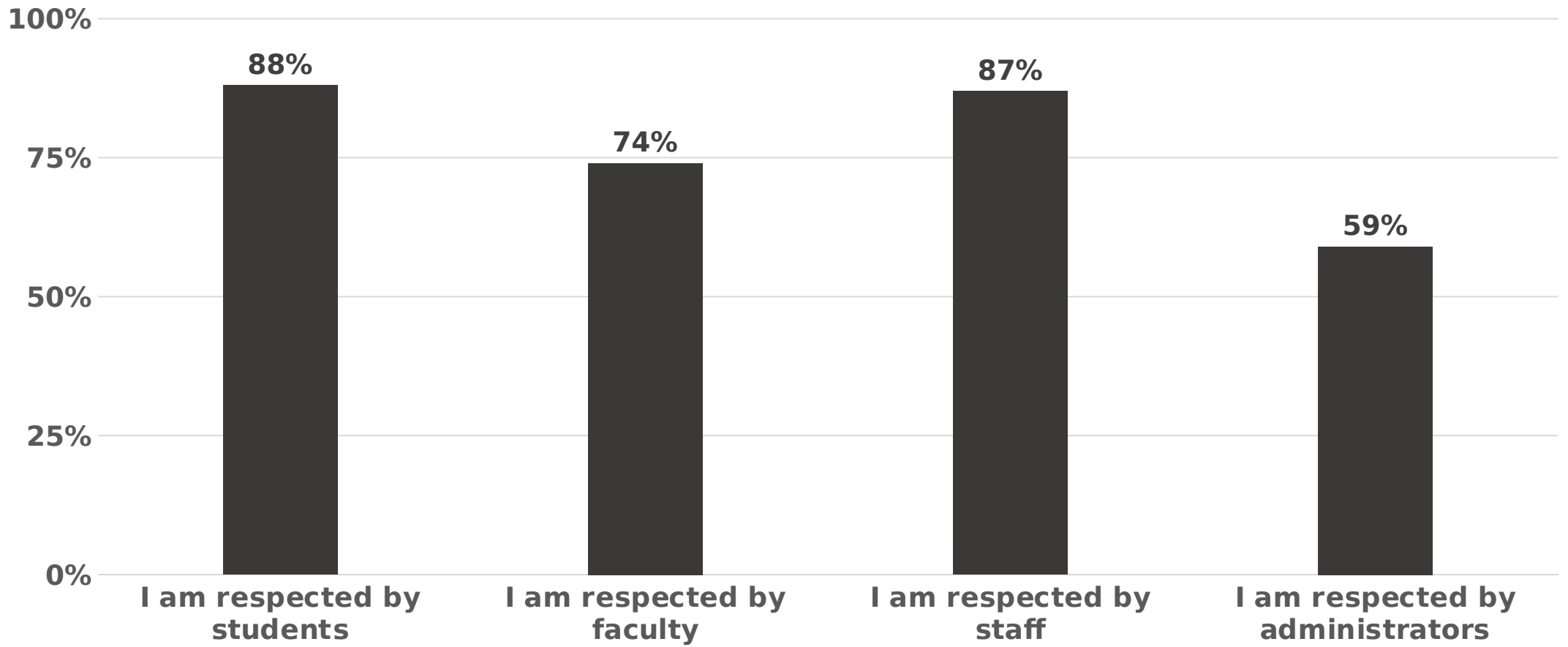
Feel welcome in department – BL 87%, LH 84%, MA 86% (MA is 68% strongly agree, compared with BL 56% and LH 50%)

Feel welcome in community – BL 84%, LH 85%, MA 87%

Note: 2022 climate survey only asked about feeling welcomed to subpopulations, such as veterans, disabled, international employees, and so on, rather than to all employees as done in 2026.

2026: Respected on Campus

(Percent of employees agreeing or strongly agreeing)



Speaker Notes for Slide 19

2026: Respected on Campus (Percent of employees agreeing or strongly agreeing)

Employees generally feel respected by the groups with whom they interact, particularly students (88%) and staff (87%). Perceptions of respect were somewhat lower for faculty (75%) and lower for administrators (59%).

Campus ratings – respected by:

Students – BL 85%, LH 92%, MA 91%

Faculty – BL 71%, LH 79%, MA 79%

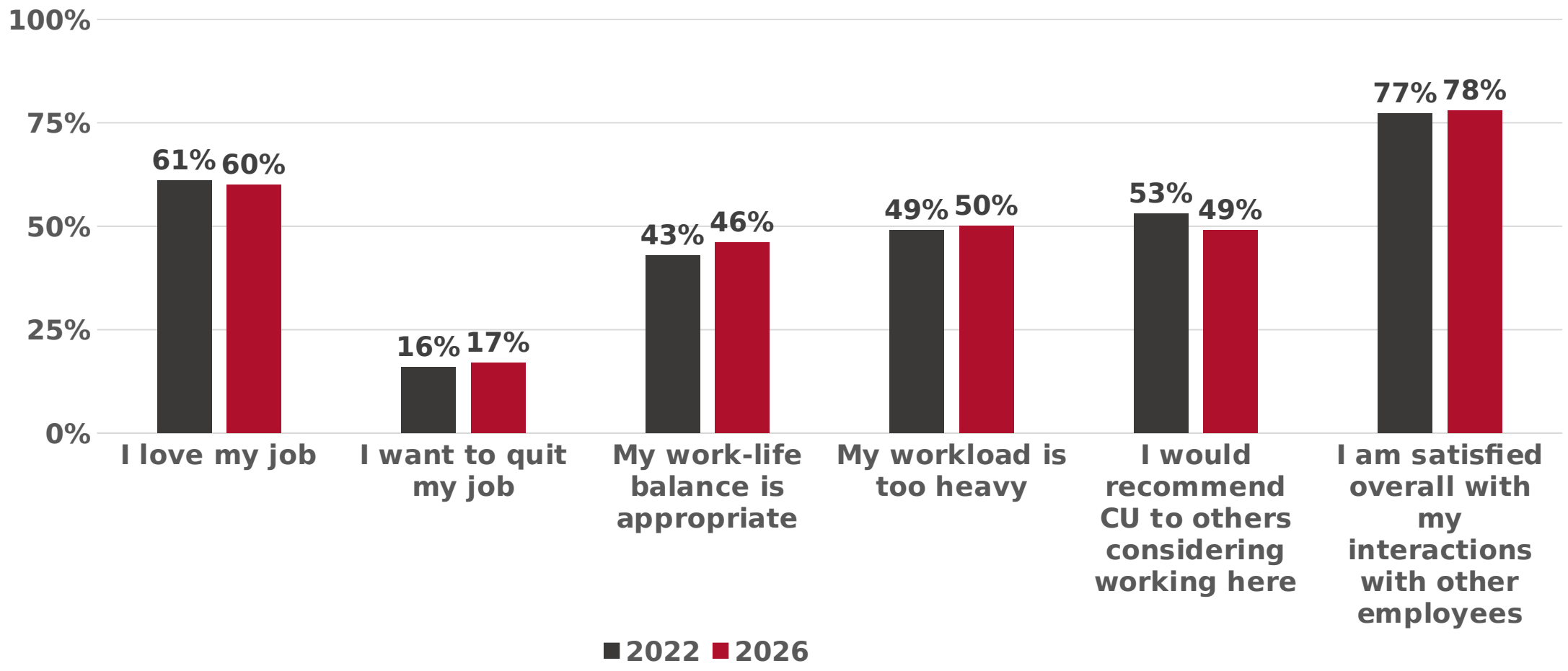
Staff – BL 87%, LH 88%, MA 89%

Administrators – BL 54%, LH 66%, MA 68%

Note: 2022 climate survey only asked about feeling respected to subpopulations, such as veterans, disabled, international employees, and so on, rather than asking all employees as was done in 2026.

Workplace Satisfaction

(Percent of employees agreeing or strongly agreeing)



Speaker Notes for Slide 20

Workplace Satisfaction (Percent of employees agreeing or strongly agreeing)

Employees generally report positive workplace experiences. Most are satisfied with their interactions with colleagues (78%) and 60% say they love their jobs. At the same time, only 46% report an appropriate work-life balance and half believe their workload is too heavy. While satisfaction with employee interactions remained stable, the percentage who would recommend CU as a workplace declined from 53% in 2022 to 49% in 2026. Campus differences reflect varying strengths and concerns. Bloomsburg employees were more likely to report wanting to quit their jobs (19%) and having workloads that are too heavy (52%), while Lock Haven reported the highest satisfaction with employee interactions (82%). Mansfield employees were the most likely to recommend CU as a workplace (55%).

Campus ratings:

Love job – BL 61%, LH 57%, MA 60%

Want to quit job – BL 19%, LH 11%, MA 8%

Work-life balance – BL 43%, LH 51%, MA 48%

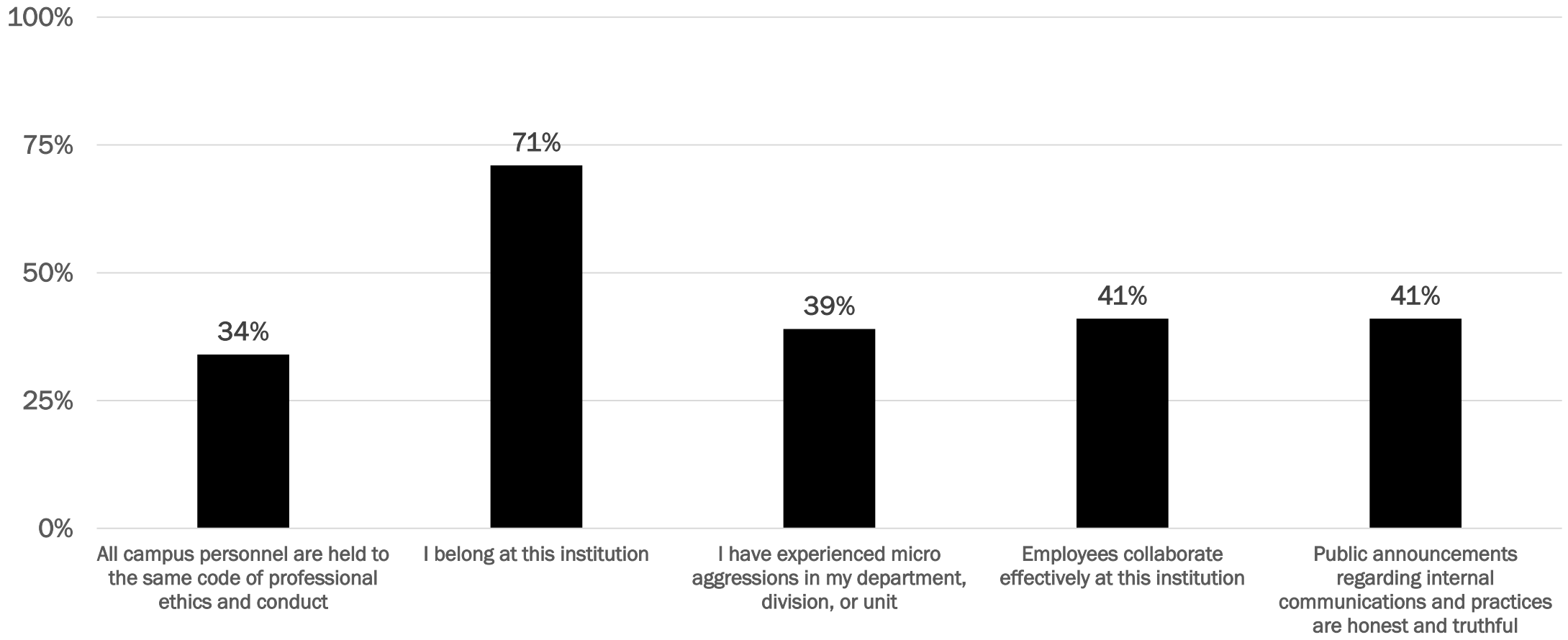
Workload too heavy – BL 52%, LH 44%, MA 48%

Recommend CU to others – BL 46%, LH 50%, MA 55%

Satisfied overall with interactions – BL 76%, LH 82%, MA 79%

Workplace Satisfaction (cont.)

(Percent of employees agreeing or strongly agreeing)



Speaker Notes for Slide 21

Workplace Satisfaction (cont.) (Percent of employees agreeing or strongly agreeing)

While 71% of employees report feeling they belong at CU, other measures point to concerns about organizational culture and institutional trust. Fewer employees believe personnel are held to the same professional standards (34%), collaborate effectively (41%), or receive honest and truthful institutional communications (41%). In addition, 39% reported experiencing microaggressions within their department, division, or unit. Together, these findings align with employee comments about communication, workplace climate, consistency, and organizational culture.

Campus differences were evident across several measures, but the pattern does not suggest fundamentally different campus climates. Mansfield reported stronger perceptions of belonging, collaboration, and consistent standards, while Lock Haven reported higher ratings on some communication and leadership measures elsewhere in the survey. Bloomsburg employees were generally less positive on several institutional measures. Despite these differences, all three campuses reported a majority of employees feeling they belong at CU.

Campus ratings:

Personnel held to same code of professional ethics – BL 33%, LH 27%, MA 45%

Belong to this institution – BL 68%, LH 73%, MA 78%

Experienced microaggressions – BL 37%, LH 45%, MA 38%

Collaborate effectively – BL 36%, LH 45%, MA 51%

Public announcements honest and truthful – BL 37%, LH 50%, MA 45%

Note: Longitudinal data not provided because belonging on campus and effectively collaborating were not asked in 2022.

2026: Employees' Open-Ended Comments

238 total comments reviewed

- 147 comments on improving campus climate
- 91 additional survey comments

Review identified seven major themes:

- Campus integration and equity
- Trust, communication, and shared governance
- Leadership and institutional direction
- Workload, staffing, and employee well-being
- Employee voice, respect, and organizational culture
- Facilities, resources, and campus support
- Diversity, equity, and inclusion

Representative comments are shown throughout.

Speaker Notes for Slide 22

2026: Employees' Open-Ended Comments

A total of 238 employee comments were reviewed, including 147 responses to the campus climate question and 91 additional survey comments. The review focused on identifying recurring themes rather than isolated concerns. Seven themes emerged consistently across employee groups and campuses and provide a useful framework for understanding the qualitative findings. Perhaps the most notable observation is that the employee comments closely reinforce the survey results. Themes related to communication, trust, workload, collaboration, campus integration, and organizational culture appeared repeatedly in both the quantitative and qualitative findings, increasing confidence that these issues reflect genuine employee experiences across the university.

Campus Integration and Equity

Key Takeaway

Employees continue to experience the effects of integration and expressed concerns about equity, collaboration, and consistency across campuses.

Employees described:

- Feeling that campuses are not always treated equally
- Concerns about how resources, opportunities, and decisions are distributed across campuses
- Desire for greater collaboration, communication, and consistency across locations
- Challenges building strong cross-campus relationships and partnerships

"CU must find a way to promote equity among the three campuses... or we have no future as CU."

Speaker Notes for Slide 23

Campus Integration and Equity

Campus integration and equity emerged as one of the strongest themes in the employee comments. Employees frequently discussed the continuing effects of integration and expressed concerns about consistency, collaboration, and equitable treatment across campuses. Many comments focused on perceptions that resources, opportunities, and decision-making were not always balanced among locations. Others highlighted challenges related to cross-campus communication, collaboration, and relationship-building. Overall, the comments suggest employees continue to navigate both the opportunities and challenges associated with operating as a multi-campus institution.

Trust, Communication, and Shared Governance

Key Takeaway

Many comments focused on transparency, communication, and confidence in institutional decision-making.

Employees requested:

- More transparent communication
- Earlier communication about major decisions
- Greater involvement of faculty and staff
- Opportunities to raise concerns without fear of retaliation

"Open and transparent communication from leadership in all departments."

Speaker Notes for Slide 24

Trust, Communication, and Shared Governance

Comments related to communication frequently extended beyond the exchange of information and reflected broader concerns about trust, transparency, and confidence in institutional decision-making. Employees expressed a desire for clearer and more transparent communication, earlier notification of major decisions, and greater opportunities for faculty and staff input through shared governance processes. Many comments also emphasized the importance of understanding the rationale behind decisions and being able to raise concerns without fear of retaliation. These comments suggest employees are seeking both improved communication and greater confidence in the processes used to make institutional decisions.

Leadership and Institutional Direction

Key Takeaway

Comments reflected both lingering frustration from past experiences and optimism about the university's future direction.

Employees noted:

- Appreciation for recent leadership changes
- Improved trust and communication
- Desire for continued progress
- Ongoing concerns about some administrative areas

"We are moving in a positive direction, but much work remains."

Speaker Notes for Slide 25

Leadership and Institutional Direction

Leadership and institutional direction emerged as a more nuanced theme in the comments. Some employees expressed lingering frustration about past decisions, while others acknowledged recent progress and described cautious optimism about the university's direction. Many comments distinguished between past and current leadership, noting improved trust and communication while also emphasizing the need for continued attention to employee concerns and remaining administrative challenges.

Workload, Staffing, and Employee Well-Being

Key Takeaway

Heavy workloads, staffing shortages, and burnout were recurring concerns across employee groups.

Employees discussed:

- Increased responsibilities
- Vacant positions not being replaced
- Pressure to "do more with less“
- Burnout, morale, and retention concerns

"Some of us are stretched very thin in our departments."

Speaker Notes for Slide 26

Workload, Staffing, and Employee Well-Being

Workload, staffing, and employee well-being emerged as recurring themes throughout the comments. Employees frequently described staffing shortages, increased responsibilities, and vacant positions that were not being replaced, often resulting in pressure to "do more with less." Many comments reflected concerns about burnout, morale, and the long-term sustainability of current workloads, as well as the potential impact on employee retention.

Employee Voice, Respect, and Organizational Culture

Key Takeaway

Many comments reflected a desire for employees to feel heard, valued, and respected.

Employees described:

- Declining morale
- Loss of collegiality and community
- Need for recognition and appreciation
- Desire to rebuild connection and engagement

"It would be nice to bridge the gaps and come together again."

Speaker Notes for Slide 27

Employee Voice, Respect, and Organizational Culture

Comments related to organizational culture frequently focused on feeling valued, respected, and connected to the university community. Employees discussed declining morale, reduced collegiality, and a desire for greater recognition and appreciation of their contributions. Many also expressed interest in more opportunities for engagement and connection with colleagues. The comments suggest a desire to strengthen community and rebuild some of the relationships and sense of connection that employees felt had diminished during recent years of organizational change.

Facilities, Resources, and Campus Support

Key Takeaway

Employees expressed concerns about campus facilities, operational resources, and the university's investment in supporting students and employees.

Comments focused on:

- Building and grounds maintenance
- Campus appearance
- Safety-related improvements
- Adequate staffing for facilities and operations

"More attention is needed to the maintenance of each campus and their buildings."

Bloomsburg | Lock Haven | Mansfield

Speaker Notes for Slide 28

Facilities, Resources, and Campus Support

Comments related to facilities and resources often reflected broader perceptions of institutional support and investment. Employees raised concerns about deferred maintenance, building conditions, campus appearance, and the resources needed to effectively support students and employees. While some comments focused on specific facilities issues, many framed these concerns as indicators of the university's commitment to its campuses, employees, and long-term success.

Diversity, Equity, and Inclusion

Key Takeaway

Comments reflected differing views regarding DEI efforts.

Employees expressed:

- Support for stronger diversity and inclusion efforts
- Desire to improve recruitment and retention of diverse employees
- Concerns about the role and emphasis of DEI initiatives
- Interest in respectful dialogue across differing perspectives

Comments reflected a wide range of viewpoints, with no single perspective emerging as dominant.

Speaker Notes for Slide 29

Diversity, Equity, and Inclusion

Comments related to diversity, equity, inclusion, and belonging reflected a wide range of perspectives rather than a single dominant viewpoint. Some employees expressed support for continued efforts to foster an inclusive campus environment, recruit and retain diverse employees, and ensure all members of the university community feel welcomed and valued. Others expressed concerns about the role and emphasis of DEI initiatives and whether differing viewpoints are equally respected. Unlike several other themes, the comments did not point to a clear consensus. Instead, they suggest that employees bring varied experiences and perspectives to conversations about diversity, equity, inclusion, and belonging across the university.

Overall Message

Message from Employee Comments

Employees generally described a university that is improving, while identifying several ongoing challenges.

The overall message is one of cautious optimism paired with a desire for continued progress.

Employees highlighted opportunities to:

- Strengthen communication and transparency
- Build trust and confidence in institutional processes
- Address workload and staffing pressures
- Continue strengthening collaboration, communication, and consistency across campuses

Speaker Notes for Slide 30

Overall Message

The employee comments suggest a university that is continuing to recover from a period of significant organizational change. Employees generally reported positive day-to-day experiences and expressed pride in their work, colleagues, and campuses. At the same time, recurring themes related to communication, trust, workload, and integration suggest opportunities to strengthen confidence, collaboration, and cohesion across the university.

Perhaps the most important takeaway is that many employees expressed a desire to contribute to the university's continued success. While concerns remain, the overall tone of the comments was not one of disengagement, but rather a desire for continued progress and a stronger, more connected Commonwealth University.

Questions or Comments?