Academic Staff Survey 2026: Results

April – May 2026

The anonymous academic staff survey is conducted to hear what colleagues think about the ethical climate, interaction with management and academic integrity practices, and to strengthen the relevant areas of work in a timely manner where needed. Below are the key results of the survey conducted in April–May 2026 and the measures the university is taking in response.

About the survey

593 of 607 academic staff members took part in the survey – 97.7% of the academic staff headcount, which reflects a high level of trust in this feedback format and strong interest in the topic. The survey ran from 16 April to 16 May 2026 and comprised 22 questions grouped into five thematic blocks:

- climate and ethics in departments;
- management and interaction with leadership;
- conflict of interest;
- academic integrity;
- transparency of and trust in internal processes.

We thank all colleagues who took part in the survey – such high coverage makes the results truly representative of the university as a whole.

Key results

Most staff members assess the basic psychological climate and the level of mutual respect in departments positively: 89.7% of respondents gave a positive rating.

The onboarding of new staff is also rated highly – 76% of respondents viewed it positively. This shows that basic social stability at the university remains intact and provides a good foundation for further development.

At the same time, like any feedback tool, the survey helped identify areas where staff expectations regarding the transparency of processes and the quality of communication are higher than current practice. In particular, some colleagues noted:

- the need for clearer and more consistent feedback from department heads on workload and recognition of staff contribution;
- a call for more transparent procedures for assessing students and for protecting teachers from informal pressure in this process;
- a wish for greater openness in procurement and reward processes;

- the importance of guarantees of anonymity and protection for those who report problems.

We would also note that some respondents chose not to answer certain sensitive questions. We have treated this not as a minor detail but as a signal to further strengthen trust in feedback channels and the guarantee that openness carries no consequences for the person reporting – a separate set of measures below is devoted to this.

What the university is already doing

Based on the survey results, a specific action plan has been drawn up with responsible units and implementation deadlines.

Measure	Description	Timeline · Responsible
Technical process audit	Periodic analysis of logs of changes to grade sheets and of acceptance of publications, for additional control over the correctness of procedures.	During exam sessions · Department of Digital Development and AI, Compliance Service
Review of access rights	Audit and refinement of portal database access rights at the level of dean's offices, departments and the Registrar's Office.	September 2026 · Management Board, Department of Digital Development and AI
Procurement hotline	An option to report a poor-quality procurement outcome anonymously to the Internal Audit Service; reports are reviewed within 30 days.	From 1 October 2026 · Internal Audit Service
"No-blame review"	Quarterly meetings in departments for a calm review of work situations with no minutes and no search for blame, focusing on analysis rather than punishment.	Twice a semester · Deans, heads of departments
Pulse survey twice a year	A short three-question survey on willingness to report problems and on whether contributions feel recognized; results are published openly by department, without names.	December–January and May–June 2027 · Ethics Commissioner, Compliance Service
Training for managers	A mandatory module for vice-rectors, deans and heads of departments on responding constructively to feedback and criticism.	Winter School 2027 · Department of Personal Development and Education
Awareness webinar series	"Your Rights at ToU", "Academic Integrity", "Code of Corporate Ethics" – for academic staff and students, explaining how to make an anonymous report.	Throughout 2027 · Compliance Service, Department of Academic Affairs

Measure	Description	Timeline · Responsible
Annual report	Publication of aggregated results of the review of reports, so that staff can see that feedback leads to real change.	Annually, December 2026 · Compliance Service

Trust in whistleblowing channels

66% of academic staff (406 people) said they are well informed about compliance channels and ready to use them. To help this figure grow, additional awareness-raising activities and regular publication of aggregated results of the review of reports are planned for 2027 – see the table above for details.

How to report a problem

Any employee may contact the Compliance Service anonymously on the issues raised in this survey – whether objectivity of assessment, interaction with management, transparency of procurement or any other topic. Reports are handled confidentially, and the fact of making a report may not be used as grounds for putting pressure on the person who made it.

Thank you to everyone who took part in the survey.

Your views help the university become a more transparent, fair and comfortable place to work.

The next survey cycle is planned for 2027; its results will show how the key indicators are changing.

Ethics Commissioner, Toraighyrov University · 2026

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