

Overview of Program and Reports

Survey Results

2012

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The Chronicle Great Colleges to Work For 2012 Overview of Program and Reports

Thank you for participating in The Chronicle's 2012 Great Colleges To Work For program. We are pleased to present you with your **Survey Results**. This overview provides a summary of the Great Colleges program as well as descriptions of the five Survey Results Reports:

- 1) Survey Data Spreadsheets (see Survey Data)
- 2) Profile of Survey Respondents (see Survey Data)
- 3) Response Distribution Report
- 4) Benefits Satisfaction Report
- 5) Employee Comments Report

We hope that your participation in the program has been rewarding and that these reports will provide you with insight and guidance as you work towards creating the best workplace possible.

Program Background

The Chronicle Great Colleges to Work For program is designed to recognize institutions that have been successful in creating great workplaces and to further research and understanding of the factors, dynamics and influences that have the most impact on organizational culture at higher education institutions.

Eighty-nine schools participated in the Great Colleges program in 2008, its inaugural year. The 2009 program was expanded to include a two-year category and to extend eligibility to any college interested in participating, leading to a substantial increase in participants. The program consisted of 247 colleges in 2009, including 201 four-year schools and 46 two-year schools. In 2010, 275 schools competed for recognition,¹ of which there were 221 four-year schools, and 54 two-year schools. In 2011, the Great Colleges program welcomed participation from 310 institutions, including 245 four-year schools and 65 two-year schools. This year the program included 294 schools, including 221 four-years and 73 two-years.

At the core of the program is a two-part assessment process. The first component is a faculty/staff survey (The ModernThink Higher Education Insight Survey[®]). Surveys were sent to 117,476 faculty and staff nationwide. Of those, nearly 47,000 responded: 20,476 faculty and 26,424 staff (Administrators and Exempt Professional Staff).

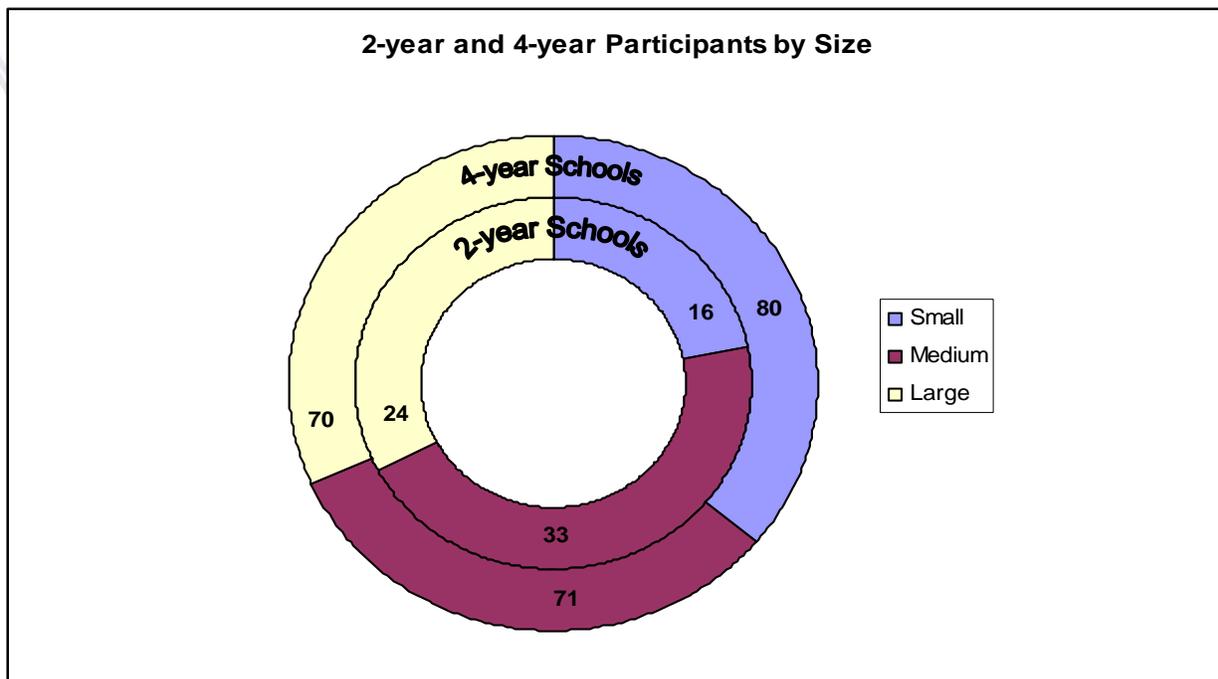
¹ Due to a change in eligibility requirements this year, schools had to have a student enrollment of at least 500 based on full-time equivalents to be eligible for recognition. As a courtesy, because the eligibility change was made after registration opened, two four-year schools with enrollments of less than 500 were allowed to participate in the survey in 2010, but were not eligible for recognition.

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The second part of the assessment process is an institutional audit (The ModernThink Institution Questionnaire® or “IQ”) which captures information detailing various institution demographics, policies and practices.

The primary factor in deciding whether an institution receives recognition is the faculty/staff feedback collected from the ModernThink Higher Education Insight Survey®. For analysis and recognition purposes, ModernThink first segments the participating schools into four-year and two-year categories. Schools within each of these categories are further classified into three groups based on student enrollment:

- Small: 500 to 2,999 students
- Medium: 3,000 to 9,999 students
- Large: 10,000+ students



The ModernThink Higher Education Insight Survey[®]

The ModernThink Higher Education Insight Survey[®] is a faculty/staff survey derived in part from the ModernThink Insight Survey[®], an assessment tool that has been used in over 55 “Best Place to Work” programs with more than 4,000 organizations. The ModernThink Insight Survey[®] was developed after a meta-analysis of “best workplaces” and engagement surveys, and our on-going research studying organizations that have been successful in building special cultures that enhance performance. The survey instrument measures the extent to which employees are involved and engaged in the organization and ultimately, the quality of the workplace experience.

Working with The Chronicle of Higher Education, ModernThink convened a blue ribbon panel of experts and professionals within higher education in 2008 to solicit input regarding the customization of the ModernThink Insight Survey[®] so that it would best reflect the dynamics, systems and demographics unique to higher education. Based on our post-survey analysis of the 2008 survey instrument, we streamlined the instrument to 60 belief statements (down from 70 in 2008).

The 60-statement survey utilizes a five-point agreement scale (*Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree*). Additionally, there is a *Not Applicable* response option. The survey instrument also includes an 18-item benefits satisfaction component and two open-ended questions.

There are 15 demographic questions at the end of the survey (*Gender, Age, Race, Ethnicity, Relationship Status, Annual Salary, Job Status, Years at Institution, Tenure Status, Supervisory Status, Years in Current Role, Job Category, Job Role, School/College and Department*). While encouraged to provide responses to all 15 questions, respondents have the option of skipping one or more of them.

The ModernThink Higher Education Insight Survey[®] measures 15 dimensions reflecting managerial and organizational competencies. These dimensions were determined and confirmed through a series of factor analyses and provide the basis for the recognition categories.

ModernThink Institution Questionnaire[®]

The blue ribbon panel also weighed in on the ModernThink Institution Questionnaire[®] which captures important demographic data as well as details regarding institution policies and practices. This information enables us to examine which benefits and programs are most effective, identify best practices and compile benchmark data based on different categorizations of the program participants. Benchmark data is compiled across Carnegie Classification, Geographic Region, Enrollment and Public/Private status. The information collected through the Institution Questionnaire[®] was reviewed and analyzed to support both the recognition analysis and our continuing research.

The Recognition Categories

All of the analysis was conducted by ModernThink, an organizational development firm with particular survey and “Best Place to Work” expertise. The primary factor in deciding whether an institution receives recognition was the feedback collected from the ModernThink Higher Education Insight Survey[®], assuming a sufficient response rate. Given the wide range of faculty/staff populations at the participating institutions, there was no minimum threshold that institutions had to achieve to be eligible for consideration. However, in analyzing the data we reviewed confidence levels and confidence intervals to ensure statistical significance. As previously mentioned, the information collected through the Institution Questionnaire[®] was reviewed and analyzed both for completeness and content.

Recognition categories are based on the 15 survey dimensions and responses to the benefits component of the survey:

Collaborative Governance

This survey factor captures information specifically related to collaborative governance and the quality of faculty, administration and staff relations. Five statements comprise this dimension including Statement 38: *The role of faculty in shared governance is clearly stated and publicized.*

Professional/Career Development Programs

Support for faculty/staff professional development is critical both in terms of building organizational capacity and acknowledging and supporting individual development needs. There are four statements/questions in this dimension (e.g. Statement 6: *I am given the opportunity to develop my skills at this institution*).

Teaching Environment (Faculty Only)

Three statements provide insight into the teaching environment. Only responses of faculty were considered in the analysis (e.g. Statement 51: *There is appropriate recognition of innovative and high quality teaching*).

Compensation & Benefits

Separate statements capture information about the effectiveness of the benefits offered (e.g. Statement 34: *This institution's benefits meet my needs*) and the perception that one is compensated fairly (e.g. Statement 11: *I am paid fairly for my work*) as well as one satisfaction question.

Facilities, Workspace and Security

Three statements/questions comprise this category, notably Statement 29: *The institution takes reasonable steps to provide a safe and secure environment of the campus*. Additionally, we collect detailed information about Emergency Response Plans in the Institution Questionnaire.

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Job Satisfaction

One of the more self-explanatory categories, this includes three statements related to job fit, autonomy and resources (e.g. Statement 4: *I am provided the resources I need to be effective in my job*).

Work/Life Balance

This recognition category is based on two factors: (1) the combined results of three specific survey statements (notably Statement 53: *This institution's policies and practices give me the flexibility to manage my personal and family life*) along with (2) responses to the Institution Questionnaire concerning Work/Life Balance programs (e.g. Flex-scheduling, Compressed Work Weeks, Summer Hours).

Confidence in Senior Leadership

Senior leadership was defined as the most senior members of the institution (e.g. Chancellor or President and those who directly report to them). There are six statements on the survey that directly reference senior leadership, one example being Statement 27: *Senior leadership provides a clear direction for this institution's future*.

Supervisor/Department Chair Relationship

There has been significant research measuring the importance of the relationship an employee has with his or her supervisor or direct report. Accordingly, there are seven statements that measure managerial competencies and the health of this important relationship (e.g. Statement 3: *My supervisor/department chair makes his/her expectations clear*).

Respect & Appreciation

Four statements on the survey provide insight into the degree employees feel valued. Additionally, we collect information regarding both informal and formal systems that ultimately impact to what extent employees feel appreciated and respected. Among the survey statements in this dimension is Statement 9: *I am regularly recognized for my contributions*.

Tenure Clarity & Process (Faculty Only)

Like the Teaching Environment category, here also only the responses of faculty are evaluated. Four statements/questions comprise this dimension including Statement 10: *I understand the necessary requirements to advance my career*.

Diversity

This category is based on the responses across three statements including Statement 54: *This institution has clear and effective procedures for dealing with discrimination*. We evaluate the responses across specific demographic groups (e.g. Race/Ethnicity) and also review the various systems, policies and infrastructure detailed in the Institution Questionnaire[®].

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The 2012 Honor Roll

While recognition in any category is indeed noteworthy, a special distinction is awarded to those institutions that are cited most often across all of the recognition categories. This Honor Roll recognition was given to ten four-year institutions in each size, and four two-year institutions in each size:

The 2012 Honor Roll for two-year colleges:

Small (500-2,999 Students)

Lake Area Technical Institute
Lancaster General College of
Nursing and Health Sciences
North Arkansas College
Panola College

Medium (3,000-9,999 Students)

Blue Ridge Community College
Howard Community College
Somerset Community College
Southside Virginia Community College

Large (10,000 or more Students)

Central Texas College
Miami Dade College
Rio Salado College
Tallahassee Community College

The 2012 Honor Roll for four-year schools:

Small (500-2,999 Students)

Centre College
Endicott College
Furman University
Gettysburg College
Hardin-Simmons University
Juniata College
Manchester College
New York Chiropractic College
Ripon College
Siena Heights University

Medium (3,000-9,999 Students)

Biola University
Calif. State University Channel
Islands
Embry-Riddle Aeronautical University
-Daytona Beach
Lee University
McKendree University
Rollins College
Southern New Hampshire University
Texas Christian University
The College of Saint Rose
University of the Incarnate Word

Large (10,000 or more Students)

Austin Peay State University
Baylor University
George Mason University
Old Dominion University
Sam Houston State University
University of Central Oklahoma
University of MD, Baltimore County
University of Michigan
University of Mississippi
University of Notre Dame du Lac

Overview of Reports

While the opportunity for national recognition is certainly exciting, perhaps the most valuable part of participation in this program is the survey data you receive. It's our goal to help participating colleges understand the dynamics and influences that are having the most impact on their own campus cultures and that ultimately are shaping the future of the higher education community. To that end, we are pleased to present you with the following five reports comprising your **Survey Results**, providing detailed results from your faculty/staff survey:

- 1) Survey Data Spreadsheets (See Survey Data)
- 2) Profile of Survey Respondents (see Survey Data)
- 3) Response Distribution Report
- 4) Benefits Satisfaction Report
- 5) Employee Comments Report

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Survey Data Spreadsheets

The ModernThink Higher Education Insight Survey[®] is comprised of 60 statements designed to assess key dynamics and relationships that are influencing your institution's culture and performance. Employees/faculty are asked to respond to each statement using a five-point rating scale (*Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree*). Additionally, there is a *Not Applicable* response option.

Survey takers were also asked to respond to 15 voluntary demographic questions. Your three 2-page spreadsheets are based on those 15 demographics as follows:

- General Demographics (*Gender, Age, Race, Ethnicity, Relationship Status, Job Status, Supervisory Status, Years at Institution, Annual Salary*)
- College/School/Department Demographics
- Job Category / Job Role / Faculty Tenure Status / Years in Job Role Demographics

Results in the first column reflect your school's average percent positive for each survey statement, that is, the percentage of your employees who responded with "*Strongly Agree*" or "*Agree*." The second column of data on the spreadsheet reflects the percentage of negative responses, that is, the percentage of your faculty/staff who responded with a "*Disagree*" or "*Strongly Disagree*." The dimension average is the average positive response across all the statements that comprise that particular dimension. For example, there are three statements that make up the Job Satisfaction/Support dimension. All statements are weighted equally.

In addition to your institution's data, we've also provided you with comparative Benchmark Data based on the Honor Roll (third column) and all applicants in your Carnegie Classification (fourth column). The Honor Roll benchmark is comprised of the average percent positive of those institutions recognized on the Honor Roll in your Enrollment Size classification. The Carnegie benchmark reflects the average percent positive of all institutions in your Carnegie classification.

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ModernThink

Higher Education Insight Survey 2012

XYZ University

General Demographics Spreadsheet

	Overall		Benchmarks		Gender		
	Positive Response	Negative Response	2012 Honor Roll 3,000-9,999	2012 Carnegie Master's	Male	Female	Decline to answer
Total number of survey respondents (138)							
Job Satisfaction/Support							
1 My job makes good use of my skills and abilities.	84	2	87	82	84	88	76
2 I am given the responsibility and freedom to do my job.	83	5	90	86	87	84	58
4 I am provided the resources I need to be effective in my job.	65	12	76	57	68	68	54
Job Satisfaction/Support - Average	77	6	84	75	80	80	63
Teaching Environment							
33 There is a good balance of teaching, service and research at this institution.	70	15	82	65	73	70	57
40 Teaching is appropriately recognized in the evaluation and promotion process.	78	10	88	76	81	81	71
51 There is appropriate recognition of innovative and high quality teaching.	77	7	85	71	82	79	59
Teaching Environment - Average	75	11	85	71	79	77	62

There is some variation by theme/dimension in what makes a “good” score. For example, most schools tend to score lower on Compensation and Benefits as well as Fairness. Even with those differences, the following guidelines should help you interpret your scores:

Percent Positive

SCORE	INTERPRETATION
75% +	Very Good to Excellent
65% - 74%	Good
55% - 64%	Fair to Mediocre
45% - 54%	Yellow Flag
< 45%	Red Flag

Percent Negative

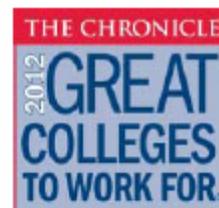
SCORE	INTERPRETATION
< 10%	Excellent – Very Good
10% - 14%	Fair – Good
15% - 19%	Yellow Flag
20% - 29%	Red Flag
30% <	Acute

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Profile of Survey Respondents

This snapshot shows your response rates overall and across the 15 demographic categories, each of which is voluntary. Use this report as a quick reference to see the percentage of respondents in each department and job role as well as categories such as *Gender, Ethnicity, Relationship Status*, etc.

Higher Education
Insight Survey 2012
XYZ University



**Profile of Survey
Respondents
Full Data Set**

Number of surveys sent
to your organization: 297

Number of respondents: 201

Survey response rate: 68%

Demographic Category	Response Options	Number of Respondents	Percentage of Respondents
Job Status n=195	Full-time (12 months)	112	57%
	Full-time (9 month/Acad Yr)	77	39%
	Other	5	2%
	Decline to answer	1	0%
Years at Institution n=189	Less than 2 years	21	11%
	2-4 years	24	12%
	5-7 years	21	11%
	8-10 years	19	10%
	11-15 years	46	24%
	16-20 years	18	9%
	21-25 years	15	7%
	More than 25 years	18	9%
Decline to answer	7	3%	

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Response Distribution Report

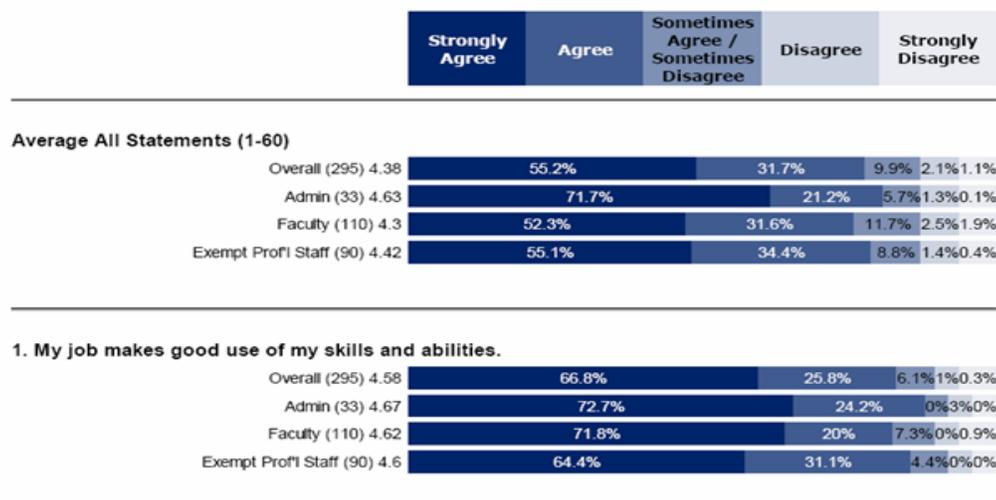
As previously noted, your faculty and staff responded to each statement in the survey using a five-point rating scale (*Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, and Not applicable*). In the Response Distribution Report, you will find the percentages of all possible response options for each survey statement. You can compare your overall results to those within each of your Job Categories.

Please note that the number ranging between 1 and 5 provided next to the number of respondents for each demographic subset, represents the average with each response on the Likert Scale assigned a numerical weight:

Likert Scale Response	Numerical Weight
Strongly Agree	5
Agree	4
Sometimes Agree/Sometimes Disagree	3
Disagree	2
Strongly Disagree	1

Thus the 4.38 provided in the example below would represent an average response of partway between *Agree* (4) and *Strongly Agree* (5).

ModernThink
ModernThink Higher Education Insight
Survey
XYZ University
Response Distribution Report



Benefits Satisfaction Report

In addition to the 60 statements on the ModernThink Higher Education Insight Survey[®], Faculty and Staff were asked to rate your institution's benefits using the following satisfaction scale: *Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied, Not Applicable*.

BENEFITS (Health Care Benefits)

- 1 Medical Insurance
- 2 Dental Insurance
- 3 Vision Insurance
- 4 Short-Term Disability Benefits
- 5 Long-Term Disability Benefits
- 6 Life Insurance
- 7 Post Retirement Medical Benefits

BENEFITS (Other)

- 8 Vacation/PTO
- 9 403b/401k
- 10 Tuition Reimbursement for Employees
- 11 Tuition Reimbursement for Family Members
- 12 Overall Satisfaction with Benefits

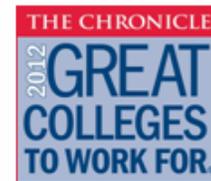
GENERAL SATISFACTION

- 13 Professional/Career Development Programs
- 14 Tenure Clarity and Process
- 15 Housing Assistance Programs
- 16 Physical Work Space Conditions
- 17 Flexible Work Arrangements
- 18 Work/Life Balance Programs

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Here again, you can compare your overall results to those within each of your Job Categories. You will again find the numerical average for the responses next to the total number of respondents provided in parentheses, just as was the case for the Response Distribution Report.

ModernThink
ModernThink Higher Education Insight Survey
XYZ University
Benefit Satisfaction Report



1. Medical Insurance



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Employee Comments Report

This report provides your faculty and staff comments to the two open-ended questions given by your faculty and staff:

1. What do you appreciate most about working at this institution?
2. What would make this institution a better place to work?

Responses to these questions are detailed in this report. The responses to these questions are transcribed exactly as written. They are sorted by Job Category.

Questions & Feedback

We continue to receive terrific feedback about the Great Colleges initiative and how this program is helping advance workplace quality issues at individual schools across the country, and influencing the future of the academic workplace. Registration for the 2013 program is now open, and we expect yet another strong applicant pool in what has become one of the nation's premier recognition programs. You can register now at ChronicleGreatColleges.com.

After you have had the opportunity to review your reports and reflect on your participation in the Great Colleges program, we would welcome your feedback. In fact, to help ensure the continued improvement of the program we will be sending out a brief evaluation so that you can provide us with any ideas you might have on how we can make the program even better.

In the meantime, if you have any questions about the program and/or the reports please don't hesitate to email us at chronicle@modernthink.com or call us at 888.684.4658.

Learning More

For those institutions wanting assistance interpreting and acting on their data, ModernThink higher education specialists are available to analyze survey results in detail and present findings and recommendations to leadership groups, HR teams, Boards, faculty senates and the like. We can also help you leverage this data as part of your accreditation self studies and other evaluation/accountability processes. Please contact us at chronicle@modernthink.com or 888.684.4658 to learn more.

Best wishes in your continued good work.