Overview of Program and Reports
Survey Results Package
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Prepared by:
ModernThink
4519 Weldin Road | Wilmington, DE 19803
Phone: 888.684.4658 | Fax: 888.684.4659
www.modernthink.com
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Thank you for participating in The Chronicle’s 2009 Great Colleges To Work For program. We are pleased to present you with your Survey Results Package. This Overview document provides a summary of the Great Colleges program as well as descriptions of the five Survey Results Reports included:

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
Launched in 2008, the Great Colleges 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 organization culture at institutions of higher education. Due to the overwhelming positive response to last year’s launch, the 2009 program was expanded to include both a Community College category and to extend eligibility to any college interested in participating. This year, 247 colleges completed the entire assessment process compared to 89 colleges last year, representing a 270% increase. Two hundred and one were four-year colleges, and 46 were two-year schools.

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 over 96,000 faculty and staff nationwide. Of those, nearly 41,000 responded (a 43% average response rate): over 9,900 Administration; over 18,000 Faculty; and nearly 11,000 Professional Support Staff.

![Pie chart showing participation by category: 44% Administration, 24% Faculty, 27% Professional Support Staff, 5% Not Designated]
The second part of the assessment process is an institutional audit (The ModernThink Institution Questionnaire© or “IQ”) capturing information detailing various institution demographics, polices, practices and infrastructure.

The primary factor in deciding whether an institution received recognition was the employee feedback collected from the ModernThink Higher Education Insight Survey©, assuming a sufficient response rate. For analysis and recognition purposes, ModernThink first segmented the participating schools into a four-year college category and a two-year category. Schools within each of these categories were further classified into three groups based on student enrollment:

- Small (fewer than 3,000 students)
- Medium (3,000-9,999 students)
- Large (10,000 plus students)

Four-year Participants by Size (n = 201): Two-year Participants by Size (n = 46):

Most of the recognition categories are based on the 15 survey dimensions outlined below. Representative examples include the following: Healthy Faculty-Administration Relations; Collaborative Governance; Professional/Career Development Programs; Teaching Environment (Faculty Only); Compensation & Benefits; Facilities & Security; and Job Satisfaction. Others are tied to the responses to the benefits satisfaction component of the survey.
The ModernThink Higher Education Insight Survey®

The ModernThink Higher Education Insight Survey® has been specifically designed to assess workplace quality at institutions of higher education. The survey statements measure critical organizational dynamics and managerial competencies. Additionally, the instrument provides insight into the quality and health of various relationships that ultimately have direct impact on your institution’s culture and the daily experience of your employees.

For reporting and analysis purposes, these 60 statements are clustered into 15 dimensions or themes, each representing an important component of campus life. These dimensions were determined and confirmed through a series of factor analyses and provide the basis for the program’s recognition categories.

- **Job Satisfaction/Support**: provides insight into the satisfaction with job fit, autonomy and resources
- **Teaching Environment**: with a particular focus on faculty, this dimension consists of statements that address the balance between teaching, research and service and recognition for outstanding teaching
- **Career Development, Research & Scholarship**: assesses satisfaction with career/professional development opportunities; and for faculty, support for research and clarity of the tenure process
- **Compensation & Benefits**: captures information about the perceived fairness of compensation and satisfaction with the benefits offered
- **Facilities & Security**: provides insight into the reported satisfaction with physical workspace, overall campus appearance and confidence in experiencing a safe and secure environment
- **Policies, Resources & Efficiency**: assesses the perceived effectiveness of various systems, policies and infrastructure
- **Participation in College Governance**: captures information about the perception of inclusion and cooperation as related to shared governance
- **Connection to Institution & Pride**: evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution
- **Supervisor/Department Chair Relationship**: provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies
- **Confidence in Senior Leadership**: measures the confidence faculty and employees report in the capabilities and credibility of senior leadership; senior leadership was defined as the most senior members of the institution (e.g., chancellor or president and those who report directly to him/her)
- **Faculty, Administration & Staff Relations**: provides insight into the quality of faculty, administration and staff relations with a focus on the perception of support, cooperation and collegiality
- **Internal Communications**: assesses the quality of internal communications specifically as related to transparency, clarity and interactivity
Collaboration: measures the perceived cooperation and collegiality within workgroups and across the institution

Fairness: measures confidence in fair and consistent treatment, especially regarding performance management and issues of accountability

Respect & Appreciation: provides insight into the degree to which faculty/employees feel respected and valued

The 2009 Honor Roll
This year we added an Honor Roll recognition category that consists of the top schools in each two-year size category and the top schools in each four-year size category based on the number of times they were recognized in the individual recognition categories.

The 2009 Honor Roll for two-year colleges:

**Small**
- Lake Area Technical Institute
- Mid-South Community College
- Missouri State University-West Plains

**Medium**
- Blue Ridge Community College
- Howard Community College
- Southside Virginia Community College

**Large**
- Delta College
- Johnson County Community College
- Miami Dade College

The 2009 Honor Roll for four-year schools:

**Small**
- Austin College
- Birmingham-Southern College
- Furman University
- Gettysburg College
- Hardin-Simmons University
- Juniata College
- Lourdes College
- Morningside College
- Saint Michael’s College
- Southeastern Bible College
- University of the Ozarks

**Medium**
- Canisius College
- McKendree University
- Niagara University
- Oklahoma City University
- Pennsylvania College of Technology
- Rice University
- Rollins College
- State University of New York-College at Plattsburgh
- The College of Saint Rose
- York College of Pennsylvania

**Large**
- Cornell University
- Duke University
- Emory University
- George Mason University
- Georgia Institute of Technology
- Lamar University
- University of Mississippi
- University of Notre Dame
- Webster University
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 Survey Results Reports, 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

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.

In addition, survey takers were asked to respond to 14 voluntary demographic questions. Your three 2-page spreadsheets are based on those 14 demographics as follows:

- General Demographics (Gender, Age, 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 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 Best in your Enrollment Size (third column) and all applicants in your Carnegie Classification (fourth column). For four-year schools, the Best in Size benchmark is comprised of the average percent positive of those institutions recognized on the Honor Roll in your Enrollment Size classification. For two-year schools, the Best in Size benchmark is comprised of the average percent positive of the top five highest scoring institutions in your Enrollment Size classification.
The Carnegie benchmark reflects the average percent positive of all institutions in your Carnegie classification.

### ModernThink

**Higher Education Insight Survey**

**Institution Name**

**General Demographics**

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>Benchmarks</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Positive Response</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Job Satisfaction/Support</td>
<td>64</td>
<td>101</td>
<td>4</td>
</tr>
<tr>
<td>Teaching Environment</td>
<td>70</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>Career Development, Research &amp; Scholarship</td>
<td>70</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>Compensation &amp; Benefits</td>
<td>82</td>
<td>7</td>
<td>88</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>SCORE</th>
<th>INTERPRETATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% +</td>
<td>Very Good to Excellent</td>
</tr>
<tr>
<td>65% - 74%</td>
<td>Good</td>
</tr>
<tr>
<td>55% - 64%</td>
<td>Fair to Mediocre</td>
</tr>
<tr>
<td>45% - 54%</td>
<td>Yellow Flag</td>
</tr>
<tr>
<td>&lt; 45%</td>
<td>Red Flag</td>
</tr>
</tbody>
</table>
Profile of Survey Respondents
This snapshot shows your response rates overall and across the 14 demographic categories, each of which is voluntary. Use this report as a quick reference guide to the percentage of respondents in each department and job role as well as categories such as gender, ethnicity, relationship status, etc.

<table>
<thead>
<tr>
<th>Demographic Category</th>
<th>Response Options</th>
<th>Number of Respondents</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender N=125</td>
<td>Male</td>
<td>71</td>
<td>57%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>42</td>
<td>34%</td>
</tr>
<tr>
<td></td>
<td>Declined to answer</td>
<td>12</td>
<td>10%</td>
</tr>
<tr>
<td>Age N=120</td>
<td>Less than 25 years</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>26 - 29 years</td>
<td>6</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>30 - 34 years</td>
<td>14</td>
<td>11%</td>
</tr>
<tr>
<td></td>
<td>35 - 39 years</td>
<td>6</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>40 - 44 years</td>
<td>13</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>45 - 49 years</td>
<td>22</td>
<td>18%</td>
</tr>
<tr>
<td></td>
<td>50 - 54 years</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>55 - 59 years</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>60 - 64 years</td>
<td>14</td>
<td>11%</td>
</tr>
<tr>
<td></td>
<td>65 years or more</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>Declined to answer</td>
<td>16</td>
<td>13%</td>
</tr>
<tr>
<td>Ethnicity N=124</td>
<td>African American</td>
<td>4</td>
<td>1%</td>
</tr>
<tr>
<td></td>
<td>Asian</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Biracial/Multiracial</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>Caucasian</td>
<td>91</td>
<td>69%</td>
</tr>
<tr>
<td></td>
<td>Hispanic/Latino</td>
<td>5</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>Native American</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>Pacific Islander</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>Declined to answer</td>
<td>13</td>
<td>11%</td>
</tr>
</tbody>
</table>
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.

ModernThink
Higher Education Insight Survey®
Your Institution
Job Category
Response Distribution Report

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Sometimes Agree/Sometimes Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My job makes good use of my skills and abilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your Overall (156)</td>
<td>59.6%</td>
<td>23.1%</td>
<td>6.9%</td>
<td>0.0%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Administration (36)</td>
<td>64.9%</td>
<td>24.3%</td>
<td>5.4%</td>
<td>0.2%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Faculty (83)</td>
<td>58.1%</td>
<td>32.2%</td>
<td>1.2%</td>
<td>0.0%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Professional Support Staff (50)</td>
<td>48.4%</td>
<td>41.2%</td>
<td>6.5%</td>
<td>2.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2. I am given the responsibility and freedom to do my job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your Overall (157)</td>
<td>50.2%</td>
<td>37.1%</td>
<td>9.6%</td>
<td>1.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Administration (36)</td>
<td>56.6%</td>
<td>20.7%</td>
<td>5.1%</td>
<td>5.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Faculty (83)</td>
<td>58.1%</td>
<td>33.3%</td>
<td>1.0%</td>
<td>4.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Professional Support Staff (50)</td>
<td>63.6%</td>
<td>25%</td>
<td>6.1%</td>
<td>3.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
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 Health Care and Other Benefits

GENERAL SATISFACTION
13 Professional/Career Development Program
14 Tenure Clarity and Process
15 Housing Assistance Programs
16 Physical Work Space Conditions
Here again, you can compare your Overall results to those within each of your Job Categories.

**Employee Comments Report**

These reports provide your faculty’s and staff’s comments to the two open-ended questions that were included in the survey:

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

The responses to these questions are transcribed exactly as written. They are sorted by Job Category (Administration, Faculty, Professional Support Staff and Other Staff).
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 also influencing the future of the academic workplace. The 2010 program timeline will be announced soon, and we expect yet another strong applicant pool in what has become one of the nation’s premier recognition programs. Registration begins in October 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 your feedback and 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 Suzi Schmittlein 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 Suzi Schmittlein at chronicle@modernthink.com or 888.684.4658 to learn more.

Best wishes in your continued good work.