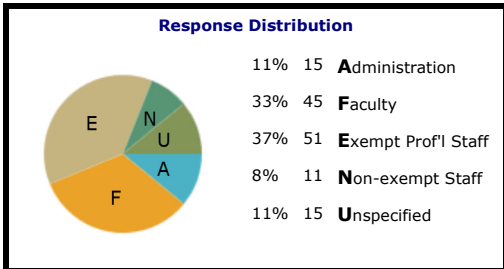


University of Colorado Colorado Springs  
 ModernThink Higher Education Insight Survey 2019  
 Topline Results by Job Category

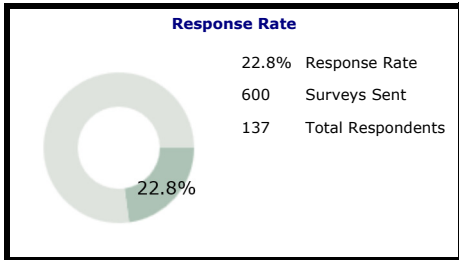
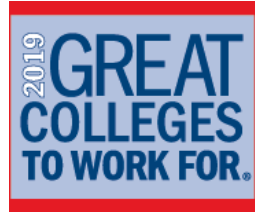


<b>Poor</b>	<b>Warrants Attention</b>	<b>Fair to Mediocre</b>	<b>Good</b>	<b>Very Good to Excellent</b>
0% - 44%	45% - 54%	55% - 64%	65% - 74%	75% - 100%

	OVERALL	Administration	Faculty	Exempt Prof'l Staff	Non-exempt Staff
Job Satisfaction/Support	77%	86%	72%	84%	73%
Teaching Environment	74%	80%	67%	83%	67%
Professional Development	71%	83%	74%	70%	64%
Compensation, Benefits & Work/Life Balance	79%	90%	73%	88%	55%
Facilities	76%	94%	62%	85%	57%
Policies, Resources & Efficiency	65%	71%	62%	72%	51%
Shared Governance	69%	88%	62%	80%	54%
Pride	77%	88%	69%	90%	53%
Supervisors/Department Chairs	80%	94%	74%	87%	64%
Senior Leadership	66%	79%	61%	71%	52%
Faculty, Administration & Staff Relations	63%	79%	58%	74%	30%
Communication	65%	82%	61%	71%	49%
Collaboration	67%	83%	66%	74%	42%
Fairness	65%	75%	61%	72%	46%
Respect & Appreciation	71%	85%	61%	80%	55%
<b>Survey Average</b>	71%	83%	66%	79%	54%

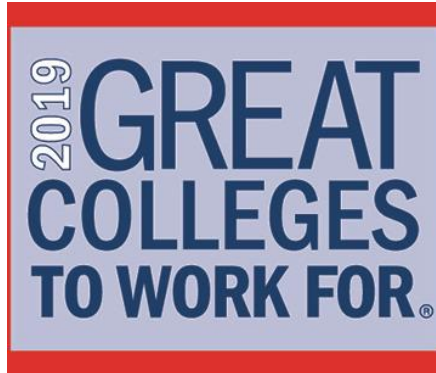
\*Job Category response distributions have been rounded and may not total 100%. Please also note that data will not populate where there are fewer than five respondents.

University of Colorado Colorado Springs  
 ModernThink Higher Education Insight Survey 2019  
 Topline Survey Results



	Poor 0% - 44%	Warrants Attention 45% - 54%	Fair to Mediocre 55% - 64%	Good 65% - 74%	Very Good to Excellent 75% - 100%	
				<b>2019 Honor Roll &gt; 10,000</b>	<b>2019 Carnegie Master's</b>	
Job Satisfaction/Support			77%	75%	83%	74%
Teaching Environment			74%	78%	80%	69%
Professional Development			71%	73%	80%	70%
Compensation, Benefits & Work/Life Balance			79%	77%	81%	69%
Facilities			76%	72%	83%	72%
Policies, Resources & Efficiency			65%	63%	74%	61%
Shared Governance			69%	75%	76%	63%
Pride			77%	86%	87%	78%
Supervisors/Department Chairs			80%	75%	81%	76%
Senior Leadership			66%	71%	77%	61%
Faculty, Administration & Staff Relations			63%	71%	78%	62%
Communication			65%	67%	71%	60%
Collaboration			67%	73%	76%	65%
Fairness			65%	69%	73%	62%
Respect & Appreciation			71%	72%	76%	65%
<b>Survey Average</b>			71%	73%	78%	67%

\*Results in the first one or two columns (two if you participated in the program last year) of the table reflect your institution's average percent positive for each survey dimension, that is, the percentage of your faculty and staff that responded "Strongly Agree" or "Agree" to the statements comprising each dimension.



# Overview of Program and Participation Reports

*Prepared by:*

**ModernThink**

2 Mill Road, Suite 102 | Wilmington, DE 19806

Phone: 888.684.4658 | Fax: 888.684.4659

[www.modernthink.com](http://www.modernthink.com)

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Thank you for participating in the 2019 Great Colleges to Work For program. We are pleased to present you with your Participation Reports for this year. This overview provides a summary of the Great Colleges program as well as descriptions of the Topline Reports included:

1. Topline Survey Results
2. Topline Results by Job Category
3. Higher Education Workplace Trend Summary *(This report will be delivered in September)*

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 toward creating the best workplace possible.

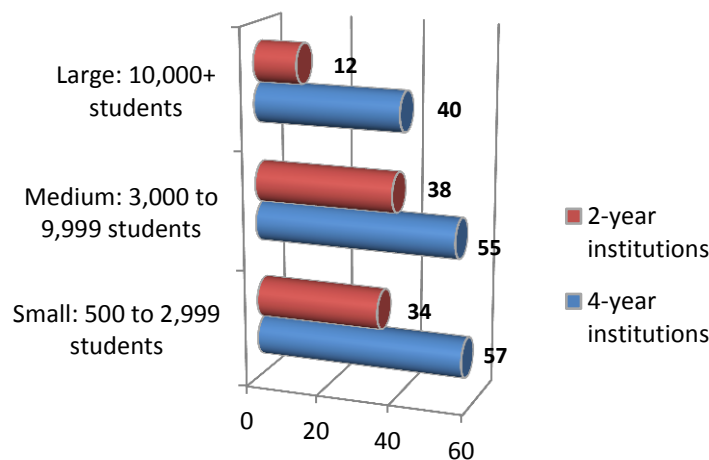
### Program Background

The Great Colleges to Work For<sup>®</sup> program is designed to recognize colleges 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.

2019 marked the twelfth anniversary of the Great Colleges to Work For<sup>®</sup> program. This year the program included 236 colleges from across the country: 152 four-years and 84 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<sup>®</sup>). The survey was sent to over 124,000 employees, with an overall response rate of 45 percent. Of the responses received, more than 7,900 of them were administrators, 18,342 were faculty, 16,850 were exempt staff, almost 11,000 were non-exempt staff, and 2,397 were Adjunct Faculty. The second part of the assessment process is an institutional audit (The ModernThink Institution Questionnaire<sup>®</sup> or “IQ”) which captures information detailing various institution demographics, policies and practices.

Recognition is primarily determined through the feedback provided by faculty/staff and collected from the ModernThink Higher Education Insight Survey<sup>®</sup>. For analysis and recognition purposes, ModernThink first segments the participating institutions into four-year and two-year categories. Colleges within each of these categories are further classified into three groups based on student enrollment.



## **The ModernThink Higher Education Insight Survey<sup>®</sup>**

The ModernThink Higher Education Insight Survey<sup>®</sup> 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 experiences of your employees.

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, 15 optional demographics, and two open-ended questions.

The ModernThink Higher Education Insight Survey<sup>®</sup> 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<sup>®</sup>**

A blue ribbon panel of higher education experts weighed in on the ModernThink Institution Questionnaire<sup>®</sup> 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, Region, Enrollment and Public/Private status. The information collected through the IQ was reviewed and analyzed to support both the recognition analysis and our continuing research.

## **The Recognition Categories**

All of the program analysis was conducted by ModernThink, an organizational development firm with particular survey and "Best Place to Work" expertise. The principal factor in deciding whether an institution receives recognition was the feedback collected from the ModernThink Higher Education Insight Survey<sup>®</sup>, assuming a sufficient response rate. Given the wide range of faculty/staff populations at the participating institutions, there was no minimum response rate 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 IQ 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.*

**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.

**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*.

**Diversity**

This category is based on the responses across three statements including, *"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 and policies detailed in the ModernThink Institution Questionnaire<sup>®</sup>.

**Facilities, Workspace and Security**

Three statements comprise this category, notably Statement 29: *The institution takes reasonable steps to provide a safe and secure environment for the campus*.

**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*).

**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*).

**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*.

**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*).

**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*).

**Tenure Clarity & Process (Faculty Only)**

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

**Work/Life Balance**

This recognition category is based on two factors: the combined results of three specific survey statements, notably *"This institution's policies and practices give me the flexibility to manage my personal and family life"* along with responses to the benefits like Work/Life Balance programs and Vacation/PTO.

**Report Overviews**

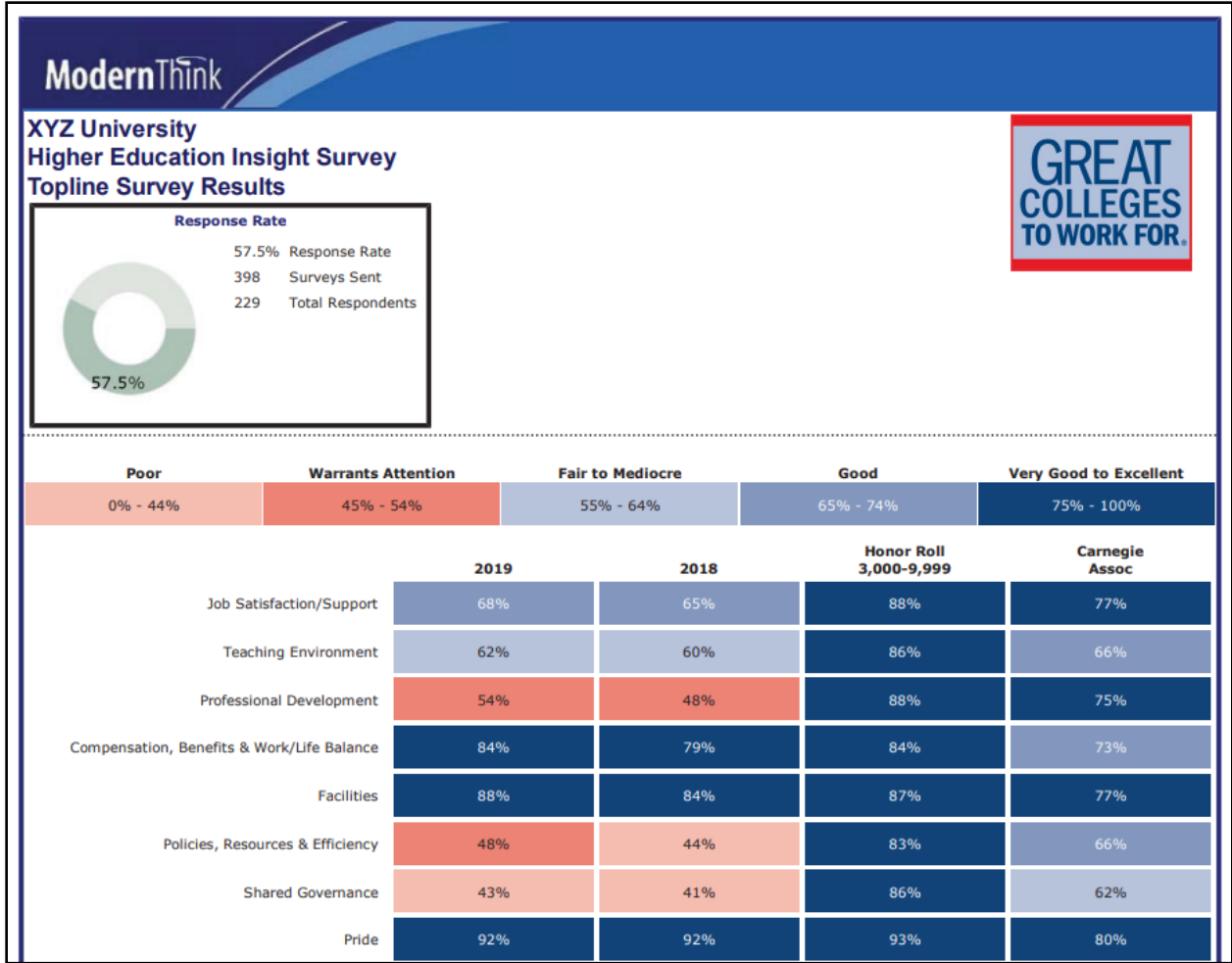
The opportunity for national recognition is certainly exciting, but the most valuable part of participation in this program is the survey data you receive. It is our goal to help participating institutions understand the dynamics and influences that are having the greatest impact on their own campus 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 Topline Reports, summarizing key results from your faculty/staff survey as well as aggregate results from the Institution Questionnaire<sup>®</sup> submissions:

1. Topline Survey Results
2. Topline Results by Job Category
3. Higher Education Workplace Trend Summary (*This report will be delivered in September*)

**Topline Survey Results**

This color-coded report lets you see at a glance how your institution scored overall, where your strengths lay, where barriers exist, and how you compare with your peers. If you participated in the program last year, you will see your data for 2018 listed as well. A sample report is provided below. Your college's actual results are enclosed separately.



Results in the first one or two columns (two if you participated in the program last year) of the table reflect your school's average percent positive for each survey dimension, that is, the percentage of your employees who responded with “*Strongly Agree*” or “*Agree*” to the statements comprising each specific theme. For example, there are seven statements that make up the Supervisors/Department Chairs dimension. All statements are weighted equally.

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

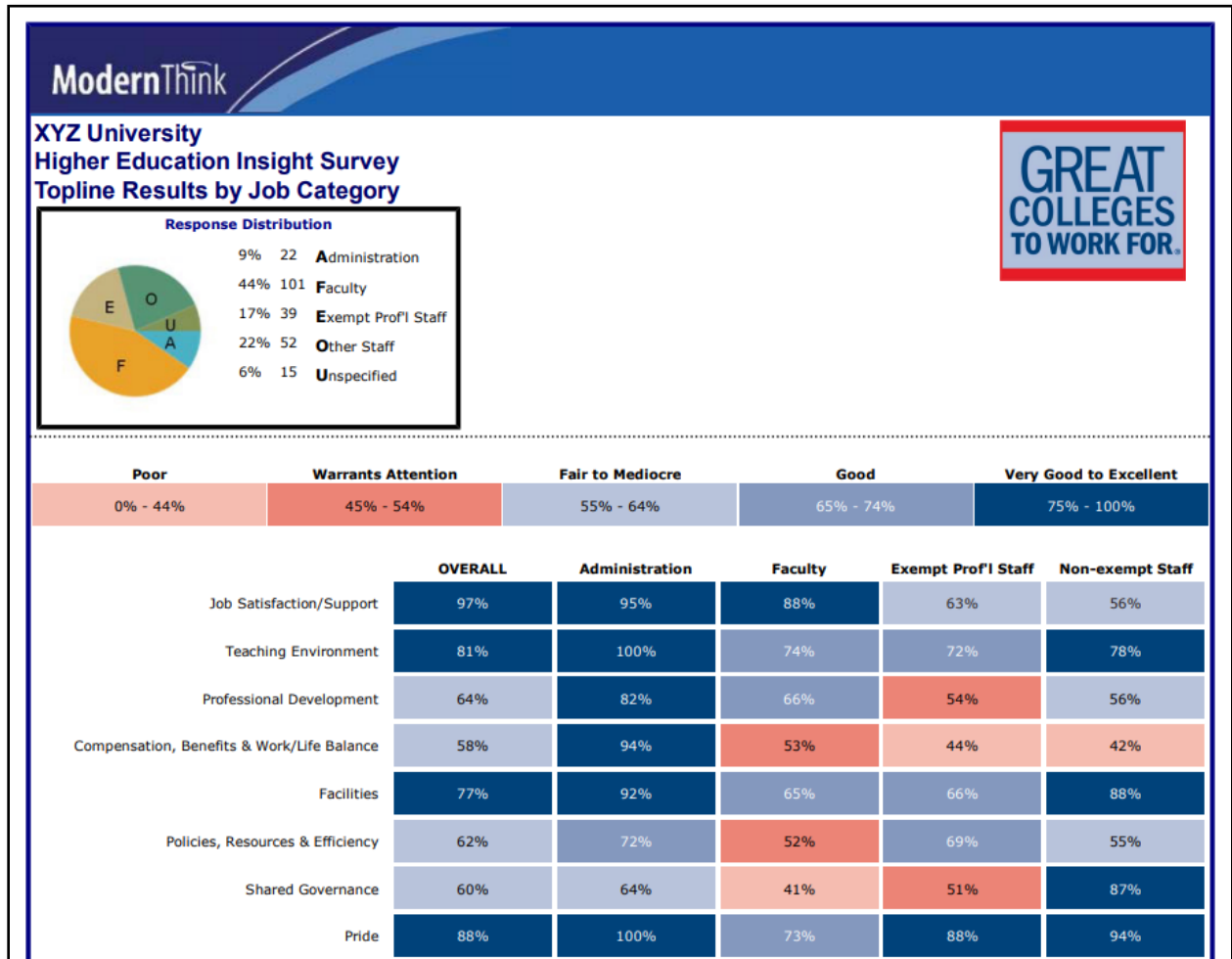
### Topline Results by Job Category

Your faculty and staff were asked 15 optional demographic questions at the end of the survey (*Gender, Age, Ethnicity, Race, Relationship Status, Annual Salary, Job Status, Years at Institution, Tenure Status, Supervisory Status, Years in Current Role, Job Category, Job Role, College/School and Department*).



Your Topline by Job Category report shows both the overall positive responses (percent who “Strongly Agree” or “Agree”) and the data broken out by your Administration, Faculty, Exempt Professional Staff, Non-exempt Staff, and Adjuncts (when applicable). A sample report is provided below. Your school’s actual results are enclosed separately.

Additionally, we’ve provided the distribution for your survey responses by dimension. *NOTE: These distributions have been rounded and thus the percentages **may** not total 100%.*



### Higher Education Workplace Trend Summary

The Topline Trend Report Summary provides comparative data for some of the most relevant demographics and policies. It includes data from a selection of the questions asked on the IQ. Summarized in both chart and graphical form, we highlight in aggregate what schools are doing so that you can see trends as well as where you stand relative to your peers. The report includes information that profiles the applicant pool, including information about select programs and policies. *This report will be delivered in September.*

## 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 institutions across the country, and influencing the future of the academic workplace. Registration for the 2020 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 [www.greatcollegesprogram.com](http://www.greatcollegesprogram.com).

Visit the new recognition website on September 16th to learn more about the institutions that were honored this year, delve into interesting program data, and read up on best practices in higher education. Your institution's copy of the special insert and the Workplace Trend Summary Report will be mailed with a copy of the September 20<sup>th</sup> issue of *The Chronicle*.

After you have had the opportunity to review your reports and reflect on your participation in the Great Colleges program, we 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 [greatcolleges@modernthink.com](mailto:greatcolleges@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 [greatcolleges@modernthink.com](mailto:greatcolleges@modernthink.com) or 888.684.4658 to learn more.

Best wishes in your continued good work.