

# **ModernThink** **Overview of Reports** **Survey Results Package**

Metropolitan State College of Denver  
2010 Campus Climate Survey  
May 2010

*Prepared by:*

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## Report Introduction

ModernThink is pleased to present you with your custom reports from the 2010 Campus Climate Survey. This Overview provides descriptions of the various reports as well as a summary of the Chronicle Great Colleges Program (pages 10-12). Report descriptions include:

- 1) Survey Data Spreadsheets - Overall and by Job Category
- 2) Profile of Survey Respondents
- 3) Response Distribution Report
- 4) Benefits Satisfaction Report
- 5) Employee Comments Report

In addition, Metropolitan State College of Denver will receive the 2010 Benchmark Reports in early August 2010 when the Chronicle Great College benchmarks are available. We believe these reports will provide you with insight and guidance as you work towards creating the best workplace possible.

## Survey Project Overview

The Metropolitan State College of Denver (Metro State) partnered with ModernThink LLC, an organizational development firm with special expertise in higher education, to conduct a Campus Climate Survey for all faculty, administration and classified staff in February 2010. A similar survey will be conducted for students in the fall of 2010. The survey audience included all full time and affiliate faculty as well as all full-time and part-time staff.

The College last conducted a climate survey in 1997. Leaders felt the timing was right this spring for a new baseline survey. Goals of the survey include:

- Assessing the current state of Metro's workplace and culture and using that as a baseline metric for initiatives moving forward
- Identifying and building on strengths
- Uncovering, understanding and ultimately addressing barriers and challenges
- Assessing department effectiveness in providing customer service to students and faculty
- Comparing meaningful benchmark data from peer colleges and universities
- Making data-based decisions related to the improvement of workplace quality
- Prioritizing resources to support the initiatives that are the most needed
- Utilizing the survey data for the "2010 Great Colleges to Work For" program and potentially being publicly recognized by *The Chronicle of Higher Education*

## Survey Response Rates

The enclosed reports were generated from the data collected from all faculty and staff at the Metro State during the Campus Climate Survey conducted February 1 – March 17, 2010. The response rate was as follows:

### All Employees:

Surveys distributed at your institution:	1924
Surveys Responses:	793
Response Rates:	41%

### All Full-time Employees:

Surveys distributed at your institution:	1041
Surveys Responses:	651
Response Rates:	63%

Response rates were also generated by Job Category. Job Category designations were supplied by Metro State and were based on IPEDS classifications. The response rates listed below are based on those designations. The voluntary self-selected demographics are used in the survey reports and recognition analysis. Customized job categories were used in the survey.

#### Survey Responses by **Administration**

Institution	Responded*	Total	% Responded
Metro State	106	124	85%

#### Survey Responses by **Exempt Professional Staff**

Institution	Responded*	Total	% Responded
Metro State	117	183	64%

#### Survey Responses by **Other Staff (full-time & part-time)**

Institution	Responded	Total	% Responded
Metro State	142	302	47%

#### Survey Responses by **Full-time Faculty**

Institution	Responded*	Total	% Responded
Metro State	303	518	58%

#### Survey Responses by **Adjunct Faculty (Affiliate)**

Institution	Responded*	Total	% Responded
Metro State	125	794	16%

## Survey Definitions

Throughout the survey, several different terms are consistently referenced. Below are the definitions that appeared on each page of Metro State's Campus Climate Survey:

*Definitions:*

**Institution** refers to the entire University or College.

**Department** refers to your most immediate workgroup or team.

**Senior Leadership** refers to the senior members of the institution (i.e. President, Vice Presidents, Deputy Provost, Associate Vice Presidents, Deans and those that report directly to the President).

**Supervisor/Department Chair** refers to the individual to whom you most directly report.

## Survey Data Spreadsheets

The ModernThink Higher Education Insight Survey<sup>®</sup> is comprised of 60 statements designed to assess key dynamics and relationships that are influencing your institution's culture and performance. In the survey, Staff/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.

The customized Metro State Campus Climate Survey used the ModernThink Higher Education Insight Survey<sup>®</sup> 60 statements as its base and also included the following 20 custom statements:

61. In my department, we address conflicts effectively when they arise.
62. In my department, we make good use of our resources, time and budget.
63. Our evaluation process is user-friendly and efficient.
64. I can make an official complaint without having to worry about losing my job or harming my career.
65. Individual performance is adequately factored into merit increases.
66. People of different genders are treated equally at this institution.
67. People of different races/ethnicities are treated equally at this institution.
68. People of different sexual orientations are treated equally at this institution.
69. People of different abilities are treated equally at this institution.
70. People of different religious beliefs are treated equally at this institution.
71. The environment at this institution is supportive of the expression of different opinions, styles and perceptions.
72. The overall appearance of the campus is pleasing.
73. This institution makes a genuine effort to involve a diverse group of faculty/staff on college initiatives.
74. Overall, I am satisfied with the institution's efforts to support and encourage the valuing of differences.
75. Our institution's values guide decision-making throughout the institution not just in theory but also in our day-to-day actions.
76. I feel a strong sense of loyalty to this institution.

- 77. My workload is reasonable.
- 78. This institution commits appropriate resources to having sufficient technology.
- 79. I trust senior leadership enough to follow them, even when I disagree with their decisions.
- 80. The role of staff in shared governance is clearly stated and publicized.

In addition, faculty/staff were asked to respond to 24 voluntary demographic questions. Your five 2-page spreadsheets are based on those demographics categories:

- **General Demographics:** Gender, Age, Ethnicity, Race, Relationship Status, Sexual Orientation, Religious Affiliation, Salary, Disability
- **Employment Demographics:** Job Category, Years at Institution, Employment Status, Employment Category, Supervisory Status, Number Supervised, How Long Expect to Stay, Reason For Leaving
- **Job Category / Job Position:** Job Category, Job Position, Faculty Tenure, Years in Job Position
- **School:** School, Department within School, Discipline/Program within Department
- **Division:** Division and Area within Division

Results in the first column reflect Metro State’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 in that particular dimension. All statements are weighted equally. For more information about each dimension see page 10.

ModernThink 2010 Campus Climate Survey Metropolitan State College of Denver General Demographics	Overall		2009 CGC Benchmarks		Gender				Age		
	Positive Response	Negative Response	Best in Size: > 10,000	Carnegie: Baccalaureate	Male	Female	Trans-gender	Decline to answer	< 25	25-29	30-34
Total number of survey respondents (793)					271	371	2	64	5	33	63
<b>Job Satisfaction/Support</b>											
1 My job makes good use of my skills and abilities.	73	7	87	84	76	74	*	68	60	60	63
2 I am given the responsibility and freedom to do my job.	75	9	88	84	78	78	*	53	80	81	76
4 I am provided the resources I need to be effective in my job.	40	23	72	60	43	39	*	26	40	42	38
<b>Job Satisfaction/Support - Average</b>	62	13	82	76	65	63	*	49	60	61	59

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

**Percent Positive**

SCORE	INTERPRETATION
75% <	Exceptional
65% - 74%	Good – Very Good
55% - 64%	Fair - Good
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

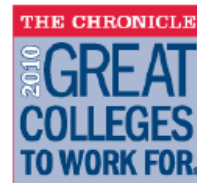
In addition to your institution's data, we've also provided you with comparative 2009 Benchmark Data based on the Best in your Enrollment Size (third column) and all applicants in your Carnegie Classification (fourth column). The Best in Size benchmark is comprised of the average percent positive of the four-year 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. Please see page 9 for more information on the 2009 program and the benchmarks.

## Profile of Survey Respondents

This report shows your overall response rate and the profile of the respondents across the 26 demographic categories. You can use this report as a quick reference guide to see the percentage of respondents in each department and job role as well as categories such as gender, ethnicity, relationship status, etc. The number of respondents is also included in the spreadsheets.

**2010 Campus Climate Survey  
Metropolitan State College of Denver**

**Profile of Survey Respondents**



Number of surveys sent to your organization: 1924

Number of respondents: 793

Survey response rate: 41%

Demographic Category	Response Options	Number of Respondents	Percentage of Respondents
Gender n=707	Male	271	38%
	Female	371	52%
	Trans-gender	2	0%
	Decline to answer	64	9%
Age n=692	< 25	5	0%
	25-29	33	4%
	30-34	63	9%
	35-39	78	11%
	40-44	91	11%
	45-49	99	12%
	50-54 Years	92	13%
	55-59	90	13%
	60-64	57	8%



## Response Distribution Report

As previously noted, your faculty and staff responded to each statement in the survey using a five-point agreement 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**  
**2010 Campus Climate Survey**  
*Metropolitan State College of Denver*  
**Job Category**  
**Response Distribution Report**



Strongly Agree	Agree	Sometimes Agree / Sometimes Disagree	Disagree	Strongly Disagree
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**3. My supervisor/department chair makes his/her expectations clear.**

	Strongly Agree	Agree	Sometimes Agree / Sometimes Disagree	Disagree	Strongly Disagree
Overall (777) 3.84	35.3%	33.1%	18.5%	6.7%	6.4%
Administration (189) 3.7	30.7%	30.7%	24.3%	6.9%	7.4%
Faculty (295) 3.98	41.7%	32.2%	13.9%	8.8%	5.4%
Affiliate Faculty (105) 3.93	40%	31.4%	14.3%	10.5%	3.8%
Classified Staff (141) 3.66	24.1%	39.7%	23.4%	3.5%	9.2%

**4. I am provided the resources I need to be effective in my job.**

	Strongly Agree	Agree	Sometimes Agree / Sometimes Disagree	Disagree	Strongly Disagree
Overall (780) 3.18	11.7%	28.7%	36.4%	12.7%	10.5%
Administration (189) 3.21	13.8%	28.6%	33.9%	12.2%	11.6%
Faculty (297) 2.95	9.1%	23.6%	36.4%	15.5%	15.5%
Affiliate Faculty (105) 3.5	18.1%	31.4%	38.2%	11.4%	2.0%
Classified Staff (142) 3.3	8.5%	36.6%	38%	10.6%	6.3%



## Benefits Satisfaction Report

In addition to the survey statements, employees were asked to rate their satisfaction with a selection of benefits using a Satisfaction Scale (*Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied, Not Applicable*). Instructions on the survey asked employees to select *Not Applicable* if a particular benefit was not offered. Like the Response Distribution Report, you can compare your overall results to those within each of your Job Categories.

### BENEFITS (Health Care Benefits)

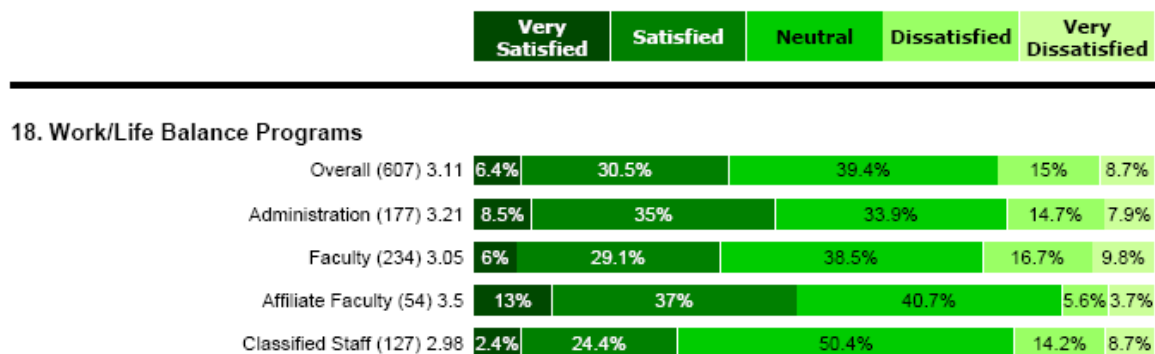
- 1 Medical Insurance
- 2 Dental Insurance
- 3 Vision Insurance
- 4 Short-Term Disability Benefits
- 5 Long-Term Disability Benefits
- 6 Life Insurance
- 7 Post Retirement Medical Benefits

### BENEFITS (Other)

- 8 Vacation/PTO
- 9 Retirement Plan
- 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 (e.g. telecommuting, compressed work weeks)
- 18 Work/Life Balance Programs



## Employee Comments Report

This report provides your faculty's and staff's comments to the four 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?
3. Metro State's goal is to achieve [preeminence\\*](#). Considering some of the college's current major [initiatives\\*\\*](#) or new ideas you may have, how do you think we can best achieve preeminence?
4. If there is anything this survey did not address that you would like to add, please do so here.

\*See appendix of this report for definitions of these terms. The responses to these questions are transcribed exactly as written. They are sorted by their self-selected Job Category (Administration, Faculty, Affiliate Faculty, Classified Staff and No Response).

## Further Assistance and Next Steps

Please contact Suzi Schmittlein with any comments or questions or if we can be of any further assistance. Suzi can be reached at 888.684.4658 or via email at [sschmittlein@modernthink.com](mailto:sschmittlein@modernthink.com).

## **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 the 2008 launch, the 2009 program was expanded to include both a Community College category and to extend eligibility to any college interested in participating. In 2009, 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. The 2010 Program results will be published at the end of July 2010 at which time reports and benchmarking will be available.

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>). In 2009, 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.

The second part of the assessment process is an institutional audit (The ModernThink Institution Questionnaire<sup>®</sup> or "IQ") capturing information detailing various institution demographics, policies, 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<sup>®</sup>, assuming a sufficient response rate. In 2009, 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)

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.

## 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 experience of your employees.

For reporting and analysis purposes, these 60 statements are grouped 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; the support for advising/mentoring students; and recognition for outstanding teaching

**Professional Development:** provides insight into the reported satisfaction with career/professional development opportunities; and for faculty, support for research and clarity of the tenure process

**Compensation, Benefits & Work/Life Balance:** captures information about the perceived fairness of compensation and the effectiveness of the benefits and work/life balance programs

**Facilities:** 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

**Shared Governance:** captures information about the perception of inclusion and cooperation as related to shared governance

**Pride:** evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution

**Supervisor/Department Chairs:** provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies

**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

**Communication:** 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

In 2009, the program 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