

ModernThink Overview of Reports Survey Results

Metropolitan State University of Denver
Campus Climate Survey
Spring 2013

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Report Introduction

ModernThink is pleased to present you with your custom reports from the 2013 MSU Denver Campus Climate Survey. This Overview provides descriptions of the various reports as well as a summary of the Chronicle Great Colleges Program (pages 12-15).

Survey Reports

Your **Overall Survey Results Suite** includes:

- 1) Five Survey Data Spreadsheets
 - General Demographics
 - Employment Demographics
 - Job Position
 - School/Department
 - Division/Area
- 2) Employee Profile Report
- 3) School, Division and Job Category ScoreCard® Reports
- 4) Response Distribution Report by Job Category
- 5) Benefit Satisfaction Report by Job Category
- 6) Employee Comments Summary
- 7) Reasons for Leaving Report

The **Job Category Report Suites**, generated for Administration, Affiliate Faculty, Category II Faculty, Classified Staff and Faculty (Tenure or Tenure Track), include the following:

- 1) Five Survey Data Spreadsheets
 - General Demographics
 - Employment Demographics
 - Job Position
 - School/Department
 - Division/Area*
- 2) Response Distribution Report
- 3) Benefit Satisfaction Report
- 4) Employee Comments Summary
- 5) Reasons for Leaving Report

**The Affiliate Faculty and Faculty (Tenure or Tenure Track) Report Suites do not include a Division/Area Spreadsheet.*

The **School Report Suites**, generated for the School of Business; School of Letters, Arts and Sciences; and School of Professional Studies:

- 1) Four Survey Data Spreadsheets
 - General Demographics
 - Employment Demographics
 - Job Position
 - School/Department
- 2) Response Distribution Report
- 3) Benefit Satisfaction Report
- 4) Employee Comments Summary
- 5) Reasons for Leaving Report

The **Division Report Suites**, generated for Provost/ Academic and Student Affairs, Administration, Finance & Facilities, Advancement and External Relations, Intercollegiate Athletics/ President's* Office:

- 1) Four Survey Data Spreadsheets
 - General Demographics
 - Employment Demographics
 - Job Position
 - Division/Area
- 2) Response Distribution Report
- 3) Benefit Satisfaction Report
- 4) Employee Comments Summary
- 5) Reasons for Leaving Report

**The Intercollegiate Athletics and President's Office divisions were combined due to response rates for more robust reports. We were unable to generate reports for the Marketing and Communications Division, as there was only one respondent.*

MSU Denver will receive the 2013 Benchmark Reports in August 2013, once the Chronicle Great College supplement is published. We believe these reports will provide you with insight and guidance as you work towards creating the best workplace possible.

Survey Response Rates

The enclosed reports were generated from the data collected from all faculty and staff at MSU Denver during the Campus Climate Survey conducted March 11 – 24, 2013. The response rate was as follows:

All Employees:

Surveys distributed at your institution:	1983
Surveys Responses:	858
Response Rates:	43%

**MSU Denver's response rate in 2010 was 41% (793/1924).*

Response rates were also generated by Job Category. Job Category designations were supplied by MSU Denver when the participant email addresses were supplied to ModernThink. The response rates listed below are based on those designations. Customized job categories** were used in the survey. The voluntary self-selected demographics are used in the survey reports and recognition analysis.

Survey Responses by Administration

Institution	Responded	Total	% Responded
MSU Denver	253	347	73%

Survey Responses by Exempt Professional Staff

Institution	Responded	Total	% Responded
MSU Denver	50	85	59%

Survey Responses by Non-exempt Staff

Institution	Responded	Total	% Responded
MSU Denver	94	137	69%

Survey Responses by Faculty

Institution	Responded	Total	% Responded
MSU Denver	461	1414	33%

**The job category demographics asked on the survey were the following: *Administration, Affiliate Faculty, Category II Faculty, Classified Staff, and Faculty.*

Survey Definitions

Throughout the survey, several different terms are consistently referenced. Below are the definitions that appeared on each page of MSU Denver Campus Climate Survey:

Definitions:

Institution refers to the entire University.

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.

Campus Climate is defined as the events, messages, symbols, core beliefs, feelings and much more, which make the Metropolitan State University of Denver community a welcoming, or not so welcoming environment.

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. 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 MSU Denver Campus Climate Survey used the ModernThink Higher Education Insight Survey[®] 60 statements as its base and also included the following 25 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 processes are user-friendly and efficient.
64. I can make an official complaint without having to worry about losing my job or harming my career.
65. Recent changes to the organizational structure of the university improve our ability to execute the institution's mission.
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. Recent changes to the organizational structure of the university help my area be more effective.

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 action.
76. I feel a strong sense of loyalty to this institution.
77. My workload is reasonable.
78. I have sufficient technology and resources to do my job.
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 encouraged.
81. I have experienced bullying (i.e., the persistent use of aggressive, overbearing, or unreasonable behaviors) directed toward me by a member of the MSU Denver community.
82. I am aware of other employees at MSU Denver who have experienced bullying at work.
83. I believe that MSU Denver's policies and practices are effective at preventing bullying.
84. Faculty, administration and staff understand that bullying is not tolerated in this institution.
85. Instances of alleged bullying are taken seriously by leadership.

In addition, survey takers were asked to respond to 23 voluntary demographic questions. Your five 2-page spreadsheets are based on those 23 demographics as follows:

- General Demographics (Gender, Age, Ethnicity, Race, Relationship Status, Sexual Orientation, Religious Affiliation, Annual Salary, Disability)
- Employment Demographics (Job Category, Employment Status, Employment Category, Years at Institution, Supervisory Status, Number Supervised, Expect to Stay at Metro)
- School / Department
- Division / Area
- Job Position (Job Category, Job Position, Faculty Tenure Status, Years in Job Position)

Results in the first column reflect MSU Denver'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 employees/faculty who responded with a "Disagree" or "Strongly Disagree." The third and fourth columns on your Overall data spreadsheets reflect the positive and negative data from the 2010 survey. 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 pages 13-15.

ModernThink 2013 Campus Climate Survey Metropolitan State University of Denver General Demographics - Full Data Set	2013 Overall		2010 Overall		Benchmarks		Gender			Age												
	Positive Response	Negative Response	Positive Response	Negative Response	2013 Survey Pool - 10,000	2013 Campaign Members	Male	Female	Transgender	Decline to answer	< 25	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	Decline to answer	
Total number of survey respondents (358)							285	421	0	75	6	35	86	80	84	86	93	85	83	40	76	
Job Satisfaction/Support																						
My job makes good use of my skills and abilities.	74	8	73	7	88	80	79	73	*	61	100	74	66	70	80	73	80	80	75	87	64	
I am given the responsibility and freedom to do my job.	79	7	75	9	87	82	85	77	*	64	100	80	80	82	78	72	81	83	79	89	71	
I am provided the resources I need to be effective in my job.	47	19	40	23	76	58	50	47	*	36	83	60	44	46	42	40	54	48	48	62	38	
Job Satisfaction/Support - Average	66	11	62	13	83	73	71	65	*	53	94	71	63	68	66	61	71	70	67	79	57	
Teaching Environment																						
There is a good balance of teaching, service and research at this institution.	47	25	42	31	61	84	48	48	*	32	86	51	47	42	38	44	50	50	56	55	38	
Teaching is appropriately recognized in the evaluation and promotion process.	55	17	53	19	77	75	59	50	*	25	60	40	60	67	59	51	59	49	62	66	27	
There is appropriate recognition of innovative and high quality teaching.	51	19	47	18	80	69	56	49	*	37	83	65	53	57	48	39	53	53	56	58	36	
Teaching Environment - Average	51	20	47	22	79	69	54	51	*	31	89	52	56	55	48	44	54	50	58	59	24	
Professional Development																						
I am given the opportunity to develop my skills at this institution.	61	15	56	15	82	72	65	61	*	45	83	57	59	62	57	56	67	71	63	66	50	
I understand the necessary requirements to advance my career.	56	20	59	16	76	71	57	58	*	41	53	58	46	60	55	48	67	54	69	75	45	
Professional Development - Average	58	17	57	15	79	71	61	59	*	43	68	57	52	61	56	53	67	62	66	71	47	
Compensation, Benefits & Work/Life Balance																						
I am paid fairly for my work.	39	48	30	50	62	49	30	29	*	16	100	28	28	26	27	27	30	28	33	35	19	
This institution's benefits meet my needs.	52	23	45	20	65	74	53	54	*	34	50	63	50	52	54	43	52	55	60	63	39	
My supervisor/department chair supports my efforts to balance my work and personal life.	75	11	76	8	84	82	78	76	*	61	83	68	78	73	80	74	74	79	77	90	68	
This institution's policies and practices give me the flexibility to manage my work and personal life.	59	14	55	17	61	74	63	61	*	36	83	55	64	55	60	46	63	65	74	60	42	
Compensation, Benefits & Work/Life Balance - Average	53	24	52	25	75	69	56	55	*	36	79	53	55	51	55	48	54	56	61	64	42	
Facilities																						
The institution takes reasonable steps to provide a safe and secure environment for the campus.	69	11	75	7	81	83	75	65	*	58	100	73	75	69	63	67	67	69	74	79	58	
The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	44	27	35	34	70	61	48	44	*	35	80	68	48	31	33	37	48	50	51	55	35	
Facilities - Average	56	19	55	20	76	72	60	54	*	46	90	70	60	50	48	52	58	59	62	67	48	

While the "Overall" section of your spreadsheet reflects the data for the institution as a whole, the subsequent columns reflect the positive data for specific demographic groups (i.e., percentage of employees/faculty who responded with a "Strongly Agree" or "Agree"). To protect the anonymity of your employees/faculty, we do not report data for categories with fewer than five respondents. If fewer than five responded, you will see asterisks in that column.

The final row of the spreadsheet has the Overall Average across all statements. You will see that we have provided two averages for MSU Denver, one for the standard (1-60) statements and one that includes custom statements as well (1-85).

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 2013 Benchmark Data based on the Honor Roll in your Enrollment Size and all applicants in your Carnegie Classification. The Honor Roll 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 12 for more information on the Great Colleges program and the benchmarks.

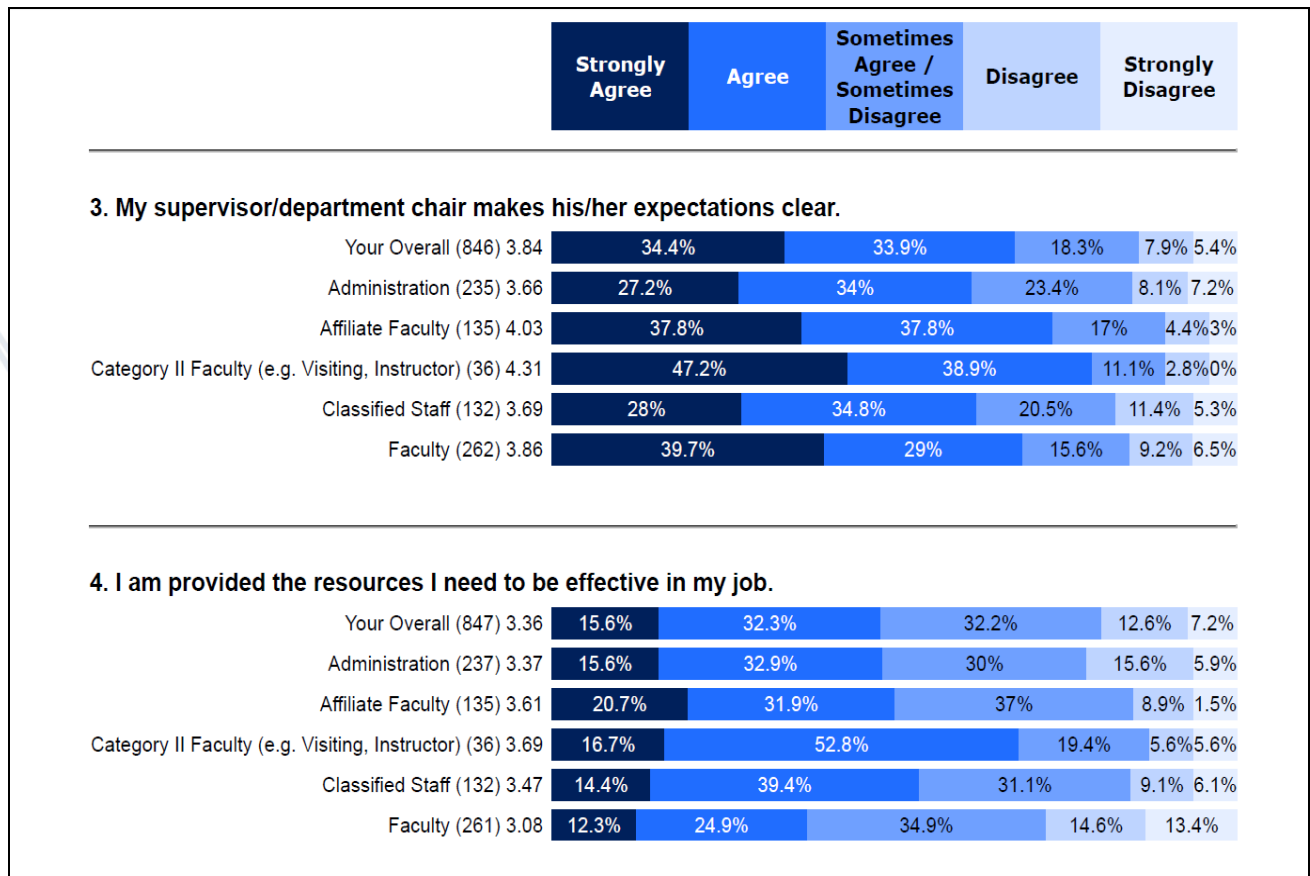
Profile of Survey Respondents

This report shows your overall response rate and the profile of the respondents across the 23 demographic categories. You can use this report as a quick reference guide to see the percentage of respondents in each division and job position as well as categories such as gender, ethnicity, relationship status, etc. The number of respondents is also included in the spreadsheets.

Gender n=781	Male	285	36%
	Female	421	53%
	Transgender	0	0%
	Decline to answer	75	9%
Age n=762	< 25	6	0%
	25-29	35	4%
	30-34	86	11%
	35-39	80	10%
	40-44	84	11%
	45-49	86	11%
	50-54	93	12%
	55-59	85	11%
	60-64	83	10%
	65+	48	6%
	Decline to answer	76	9%
Ethnicity n=713	No, not of Hispanic/Latino origin	550	77%
	Yes, Mexican, Mexican American, Chicano	40	5%
	Yes, Puerto Rican	4	0%
	Yes, Cuban	2	0%
	Yes, another, Hispanic, Latino or Spanish origin	29	4%
	Decline to answer	88	12%
Race n=735	American Indian or Alaska Native	12	1%
	Asian	25	3%
	Black or African American	29	3%
	Native Hawaiian or Other Pacific Islander	4	0%
	White	527	71%
	Other	39	5%
	Decline to answer	121	16%

Response Distribution Reports

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 Reports, you will find the percentages of all possible response options for each survey statement, with the exception of *Not applicable*. You can compare your Overall results to those within each of your Job Categories. Below is an example of your Job Category Response Distribution Report.



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)

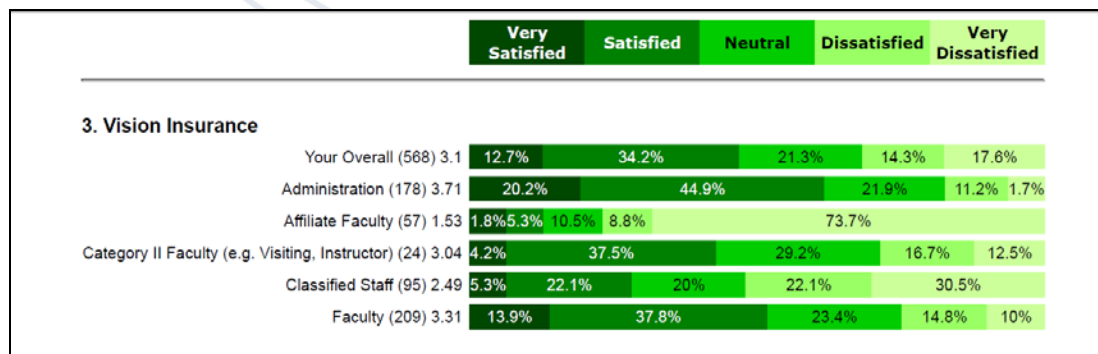
- 1 Medical Insurance
- 2 Dental Insurance
- 3 Vision Insurance
- 4 Short-term Disability Benefits
- 5 Long-term Disability Benefits
- 6 Life Insurance
- 7 Post Retirement Medical Benefits

BENEFITS (Other)

- 8 Vacation/PTO
- 9 Retirement Plan
- 10 Tuition reimbursement for employees
- 11 Wellness Benefits (Healthy moves, counseling services, Annual Health fair, etc.)
- 12 Overall Satisfaction with Benefits

GENERAL SATISFACTION

- 13 Professional/Career Development Programs
- 14 Tenure Clarity and Process
- 15 Physical Work Space Conditions
- 16 Flexible Work Arrangements (e.g. telecommuting, compressed work weeks)
- 17 Work/Life Balance Programs



Employee Comments Summary

Faculty and Staff at MSU Denver were asked four open-ended questions on the 2013 Campus Climate Survey:

1. What do you appreciate most about working at this institution?
2. MSU Denver has experienced many changes since the 2010 survey; many due to the survey feedback. How have these changes affected your experience at MSU Denver?
3. MSU Denver'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 you would like to add regarding culture, workplace quality, etc., please do so here.

Our consultants analyzed the responses to the questions above and the Employee Comments Summary lists the major themes found in the responses to these questions.

Further Assistance and Next Steps

Please contact Amy Anders with any comments or questions or if we can be of any further assistance. Amy can be reached at 888.684.4658 or via email at aanders@modernthink.com.

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. The 2012 program included 294 schools, including 221 four-years and 73 two-years. This year the program included 300 schools, 227 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 125,389 faculty and staff nationwide. Of those, nearly 44,700 responded: 19,054 faculty and 25,634 staff (Administrators, Exempt Professional Staff and Non-Exempt Staff).

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

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.

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.

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 principal 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.

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.

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, 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[®].