

ModernThink Overview of Reports Survey Results

Metropolitan State University of Denver
Campus Climate Survey
Spring 2015

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Program Background

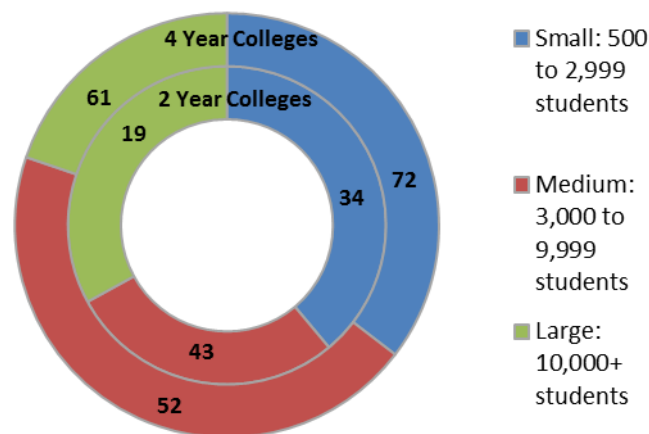
The Chronicle Great Colleges to Work For program is designed to recognize institutions that have been successful in creating great workplaces and to further research and understanding of the factors, dynamics and influences that have the most impact on organizational culture at higher education institutions.

Since its inaugural year in 2008, the Chronicle Great Colleges to Work For program has grown from 89 participants to over 300 in 2011. This year the program included 281 colleges, 185 four-years and 96 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 almost 114,000 faculty and staff nationwide. Of those, almost 44,000 responded: 17,496 faculty and 26,480 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.

Recognition is primarily determined through the feedback provided by faculty/staff and 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.



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, Region, Enrollment Size 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 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. 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.*

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[®].

Report Introduction

ModernThink is pleased to present you with your custom reports from the 2015 MSU Denver Campus Climate Survey. This Overview provides descriptions of the various reports.

Survey Reports

Your **Overall Survey Results Suite** includes:

- 1) Survey Data Spreadsheets
 - General Demographics
 - Job Position
 - College/School/Division
- 2) Employee Profile Report
- 3) Response Distribution Report by Job Category
- 4) Benefit Satisfaction Report by Job Category
- 5) Employee Comments Summary
- 6) ScoreCards
 - Job Category ScoreCard
 - School ScoreCard
 - Year – to – Year ScoreCard

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 28 – April 17, 2015. The response rate was as follows:

All Employees:

Surveys distributed at your institution:	725
Surveys Responses:	142
Response Rates:	20%

*MSU Denver's response rate in 2013 was 43% (858/1983).

*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	49	242	20%

Survey Responses by Exempt Professional Staff

Institution	Responded	Total	% Responded
MSU Denver	13	34	38%

Survey Responses by Non-exempt Staff

Institution	Responded	Total	% Responded
MSU Denver	10	46	22%

Survey Responses by Faculty

Institution	Responded	Total	% Responded
MSU Denver	64	303	21%

**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 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[®] 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 15 voluntary demographic questions. Your three 2-page spreadsheets are based on those 15 demographics as follows:

- General Demographics (Gender, Age, Ethnicity, Race, Relationship Status, Annual Salary, Employment Status, Years at Institution, Supervisory Status)
- College/ School / Division
- 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 next two columns on the spreadsheets reflect the 2015 Chronicle Great Colleges benchmarks, including the 2015 Honor Roll and your Carnegie Classification from 2015. The dimension average is the average positive response across all the statements in that particular dimension. All statements are weighted equally.

ModernThink 2015 Campus Climate Survey Metropolitan State University of Denver General Demographics - Full Data Set	Overall		Benchmarks		Gender		
	Positive Response	Negative Response	2015 Honor Roll > 10,000	2015 Carnegie Bac	Male	Female	Decline to answer
Total number of survey respondents (142)					46	71	9
Job Satisfaction/Support							
1 My job makes good use of my skills and abilities.	71	9	87	82	86	64	44
2 I am given the responsibility and freedom to do my job.	69	8	86	83	86	66	22
4 I am provided the resources I need to be effective in my job.	51	24	75	60	65	43	22
Job Satisfaction/Support - Average	63	13	82	75	79	57	29

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

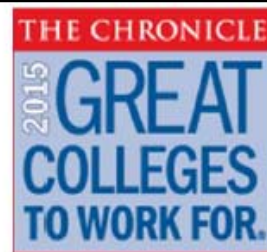
SCORE	INTERPRETATION
< 10%	Excellent – Very Good
10% - 14%	Fair – Good
15% - 19%	Yellow Flag
20% - 29%	Red Flag
30% <	Acute

Profile of Survey Respondents

This report shows your overall response rate and the profile of the respondents across the 15 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.

2015 Campus Climate Survey
Metropolitan State University of Denver

Profile of Survey Respondents Full Data Set



Number of surveys sent
to your organization: 725

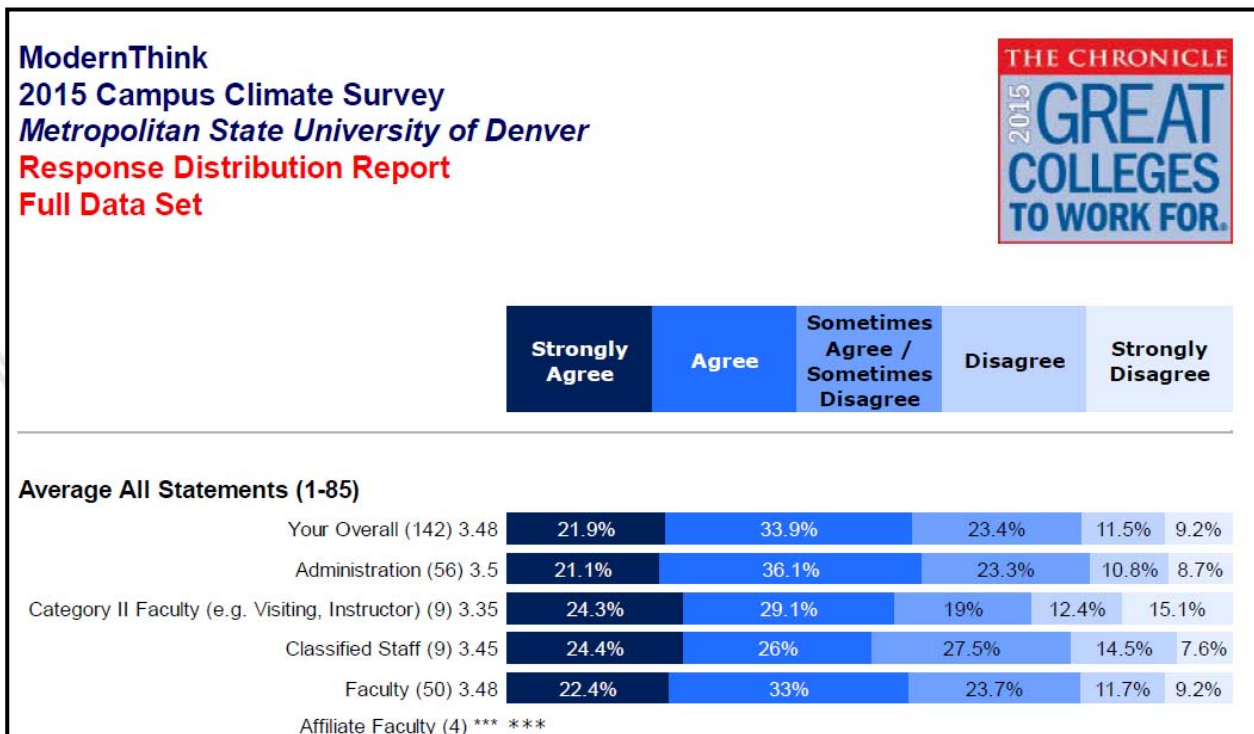
Number of
respondents: 142

Survey response rate: 20%

Demographic Category	Response Options	Number of Respondents	Percentage of Respondents
Job Category n=128	Administration	56	43%
	Affiliate Faculty	4	3%
	Category II Faculty (e.g. Visiting, Instructor)	9	7%
	Classified Staff	9	7%
	Faculty	50	39%
	Administrator	14	11%
	Assistant Dean	0	0%
	Assistant Director	3	2%
	Assistant Vice President	0	0%
	Associate Dean	1	0%

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 2015 Campus Climate Survey:

1. What do you appreciate most about working at this institution?
2. What would make this institution a better place to work?
3. MSU Denver has experienced many changes since the 2013 survey: many due to the survey feedback. How have these changes affected your experience at Metro?

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.