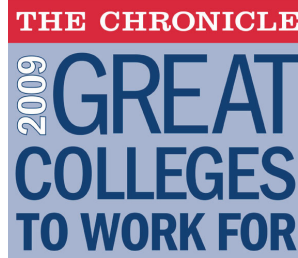


# Overview of Program and Participation Reports



Thank you for participating in the 2009 Chronicle Great Colleges To Work For program. We are pleased to present you with your 2009 Participation Reports. This Overview document provides a summary of the Great Colleges program as well as descriptions of the three Topline Reports included:

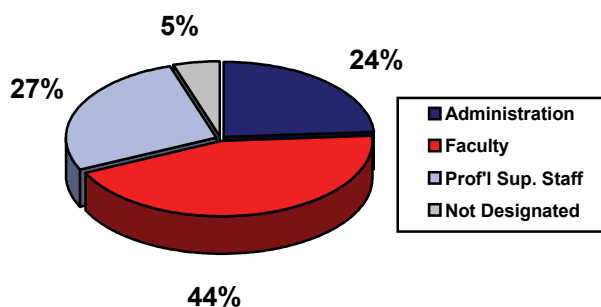
- 1) Topline Survey Results
- 2) Topline Results by Job Category – *new this year*
- 3) Topline Benchmark Report – *new this year*

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<sup>®</sup>). 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.



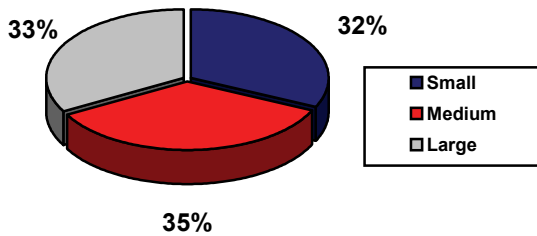
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The second part of the assessment process is an institutional audit (The ModernThink Institution Questionnaire<sup>®</sup> or “IQ”) capturing information detailing various institution demographics, policies, practices and infrastructure.

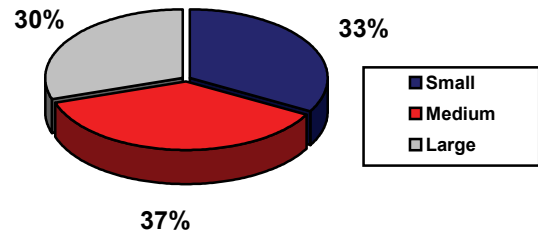
The primary factor in deciding whether an institution received recognition was the employee feedback collected from the ModernThink Higher Education Insight Survey<sup>®</sup>, assuming a sufficient response rate. For analysis and recognition purposes, ModernThink first segmented the participating schools 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. 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<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 clustered into 15 dimensions or themes, each representing an important component of campus life. These dimensions were

## Program and Report Overview

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

## Program and Report Overview

### **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

### **Report Overviews**

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 three Topline Reports, summarizing key results from your faculty/staff survey as well as aggregate results from the IQ submissions:

- 1) Topline Survey Results
- 2) Topline Results by Job Category – *new this year*
- 3) Topline Benchmark Report – *new this year*

## Program and Report Overview

### 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 as well as how you compare with your peers. A sample report is provided below. Your actual results are enclosed separately herein.

Survey Results		Sample College	Best in Size	Carnegie
1	Job Satisfaction/Support	63%	84%	76%
2	Teaching Environment	68%	78%	67%
3	Career Development, Research & Scholarship	72%	81%	74%
4	Compensation & Benefits	75%	70%	61%
5	Facilities & Security	41%	88%	78%
6	Policies, Resources & Efficiency	57%	75%	66%
7	Participation in College Governance	88%	83%	68%
8	Connection to Institution & Pride	65%	90%	81%
9	Supervisor/Department Chair Relationship	77%	80%	74%
10	Confidence in Senior Leadership	32%	81%	67%
11	Faculty, Administration & Staff Relations	82%	80%	65%
12	Internal Communications	51%	75%	64%
13	Collaboration	63%	79%	69%
14	Fairness	56%	74%	64%
15	Respect & Appreciation	61%	82%	72%
<b>Survey Average</b>		55%	80%	70%

While there is some variation among the dimensions (for example, most schools tend to score lower on Compensation and Benefits as well as Fairness), the following Guidelines should help you interpret your scores:

SCORE	INTERPRETATION
75% +	Very Good to Excellent
65% - 74%	Good
55% - 64%	Fair to Mediocre
45% - 64%	Yellow Flag
< 45%	Red Flag

Results in the first column 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 that specific theme. The dimension average is the average positive response across all the statements that comprise that particular dimension. For example, there are seven statements that make up the Supervisor/Department Chair dimension. All statements are weighted equally.

In addition to your institution's data, we've also provided you with comparative Benchmark Data based on your Enrollment Size (second column) and Carnegie Classification (third 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

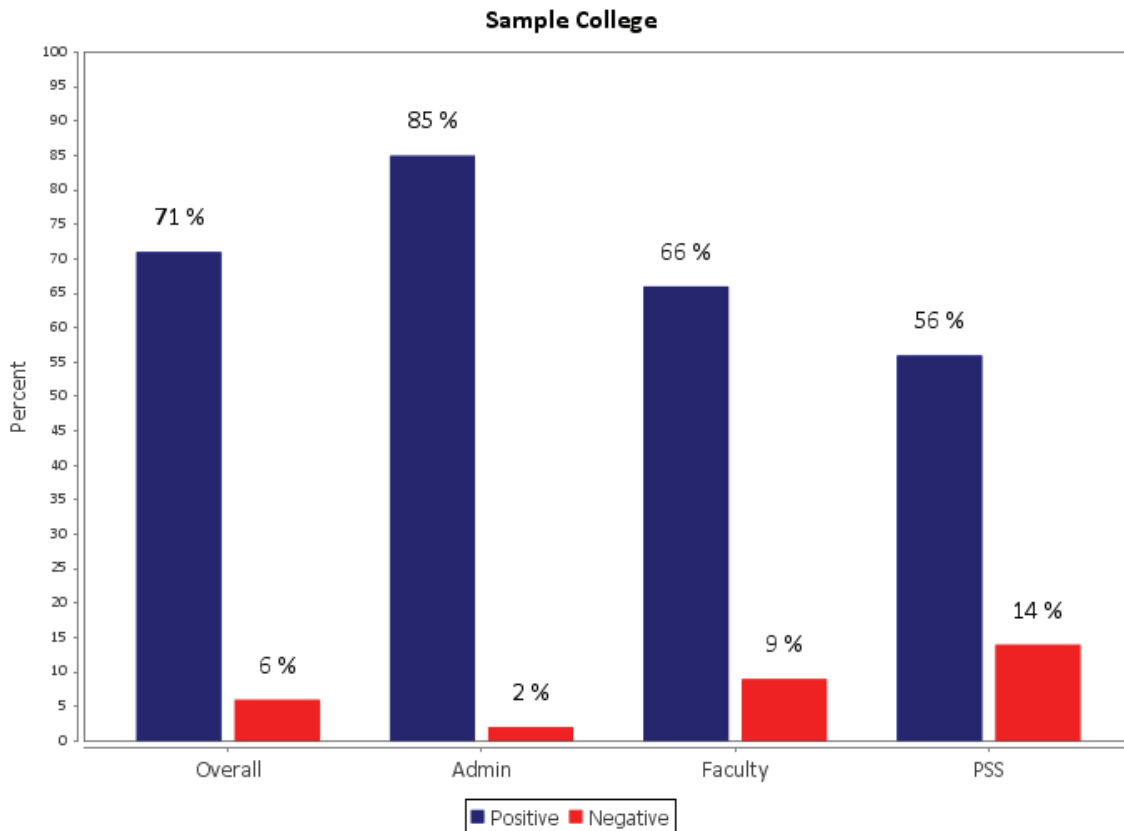
## Program and Report Overview

scoring institutions in your Enrollment Size classification. 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 14 demographic questions at the end of the survey (Gender, Age, Ethnicity, Marital Status, Annual Salary, Job Status, Years at Institution, Tenure Status, Supervisory Status, Years in Current Role, Job Category, Job Role, School/College and Department).

Your Topline by Job Category shows you both the overall positive responses (percent who “Strongly Agree” or “Agree”) and the overall negative responses (percent who “Disagree” or “Strongly Disagree”) broken out by your Administration, Faculty and Professional Support Staff. A sample report is provided below. Your actual results are enclosed separately herein.



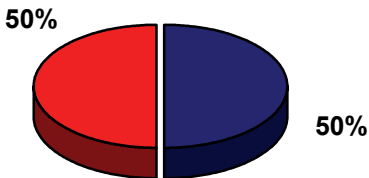
Understanding the different perspectives between and among these groups can provide leadership with valuable data to inform decision making.

## Program and Report Overview

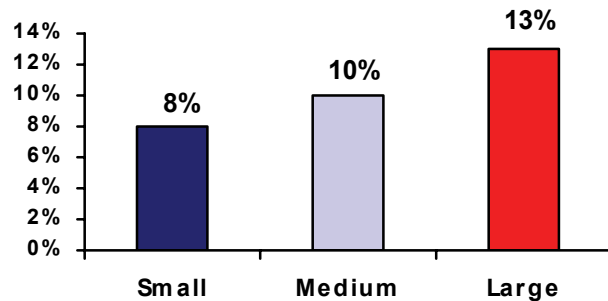
### Topline Benchmark Report

The Topline Benchmark Report provides comparative data for some of the most relevant demographics and policies. It includes data from 20 of the 150+ questions asked on the IQ and is an excerpt from our comprehensive 2009 Higher Education Benchmark and Best Practices Report. Summarized in both chart and graphical form, we highlight in aggregate who's doing what 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 as well as information about select programs and policies.

Applicant Pool Public vs. Private:



Percent of Four-Years with Referral Programs:



### 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](http://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](mailto:chronicle@modernthink.com) or call us at 888.684.4658.

### Learning More

For those institutions wanting assistance interpreting their data, more detailed institution-specific reports or comparative benchmark reports, please see the accompanying brochure.

Best wishes in your continued good work.