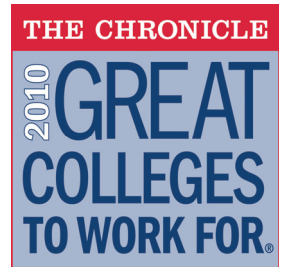


# Overview of Program and Participation Reports



Thank you for participating in the 2010 Chronicle Great Colleges To Work For program. We are pleased to present you with your 2010 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
- 3) Topline Higher Education Workplace Trend Report (Excerpt) - to follow

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.

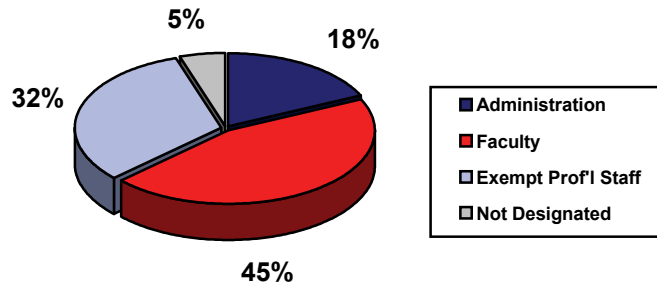
## Program Background

Eighty-nine schools participated in The Chronicle's 2008 Great Colleges program, the inaugural year. Great Colleges 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. The 2009 program was expanded to include a two-year category and to extend eligibility to any college interested in participating, leading to an impressive jump to 247 colleges. In 2009, 201 were four-year schools and 46 were two-year schools. In 2010, 275 schools competed for recognition.<sup>1</sup> There were 221 four-year schools, and 54 two-year schools.

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<sup>1</sup> 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 this year, but were not eligible for recognition.

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 almost 109,000 faculty and staff nationwide. Of those, almost 46,000 responded: over 8,100 Administration; over 20,700 Faculty; and nearly 14,800 Exempt Professional Staff.

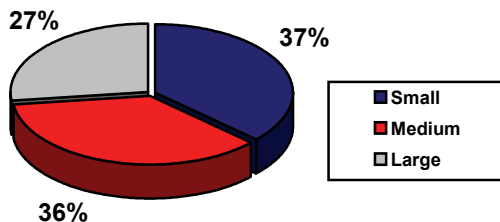


The second part of the assessment process is an institutional audit (The ModernThink Institution Questionnaire<sup>®</sup> or "IQ") capturing information detailing various institution demographics, policies, practices and infrastructure.

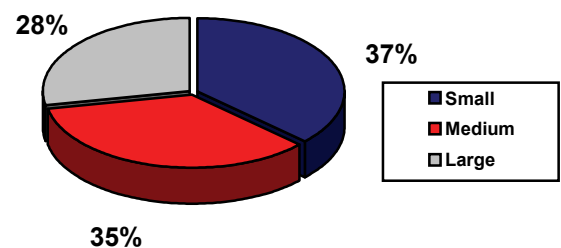
The primary factor in deciding whether an institution received recognition was the employee feedback collected from the ModernThink Higher Education Insight Survey<sup>®</sup>, assuming a sufficient response rate. For analysis and recognition purposes, ModernThink first segmented the participating schools 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 (500 to 2,999 students)
- Medium (3,000-9,999 students)
- Large (10,000 plus students)

Four-year Participants by Size (n = 221):



Two-year Participants by Size (n = 54):



## Program and Report Overview

Twelve of the recognition categories are based on the 15 survey dimensions which are core components of campus life. Representative examples include the following: Collaborative Governance, Professional/Career Development; Teaching Environment (Faculty Only); Compensation & Benefits; Facilities, Workspace & 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 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

## Program and Report Overview

**Supervisors/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/staff feel respected and valued

## Program and Report Overview

### **The 2010 Honor Roll**

The Honor Roll recognition category consists of the very best schools in each two-year size category and the very best schools in each four-year size category based on the number of times they were recognized in the individual recognition categories.

The 2010 Honor Roll for two-year colleges:

#### **Small (500-2,999 Students)**

Blue Ridge Community College  
Howard Community College  
Lake Area Technical Institute

#### **Medium (3,000-9,999 Students)**

Highline Community College  
Southside Virginia Community College  
Walters State Community College

#### **Large (10,000 or more Students)**

Anne Arundel Community College  
Lone Star College System  
Wake Technical Community College

The 2010 Honor Roll for four-year schools:

#### **Small (500-2,999 Students)**

Birmingham-Southern College  
Centre College  
Colby-Sawyer College  
Furman University  
Gettysburg College  
Juniata College  
McKendree University  
New York Chiropractic College  
Queens University of Charlotte  
University of the Ozarks

#### **Medium (3,000-9,999 Students)**

Abilene Christian University  
College of Saint Rose  
Elon University  
Endicott College  
Niagara University  
Oklahoma City University  
Rice University  
Rollins College  
University of North Alabama  
University of the Incarnate Word

#### **Large (10,000 or more Students)**

Eastern Kentucky University  
George Mason University  
Georgia Institute of Technology  
Hofstra University  
Indian River State College  
National University  
University of Michigan  
University of Mississippi  
University of Notre Dame  
University of Southern California

### **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
- 3) Topline Higher Education Workplace Trend Report (Excerpt)

## 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. The following Guidelines should help you interpret your scores:

Survey Results			Your Percent Positives*	Benchmark Percent Positives	
			Sample College	Best In Size < 3,000	Carnegie Classification Special
1	Job Satisfaction/Support		65%	82%	75%
2	Teaching Environment		38%	83%	71%
3	Professional Development		51%	81%	73%
4	Compensation, Benefits & Work/Life Balance		65%	78%	74%
5	Facilities		70%	84%	79%
6	Policies, Resources & Efficiency		53%	73%	65%
7	Shared Governance		44%	80%	64%
8	Pride		82%	88%	81%
9	Supervisors/Department Chairs		77%	81%	75%
10	Senior Leadership		59%	78%	66%
11	Faculty, Administration & Staff Relations		63%	76%	65%
12	Communication		57%	72%	63%
13	Collaboration		69%	76%	67%
14	Fairness		51%	74%	67%
15	Respect & Appreciation		57%	76%	69%
<b>Survey Average</b>			61%	78%	70%

\* 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 faculty and staff who responded with "Strongly Agree" or "Agree" to the statements comprising that specific theme.

Color Coding:	Red Flag 0% - 44%	Yellow Flag 45% - 54%	Fair to Mediocre 55% - 64%	Good 65% - 74%	Very Good to Excellent 75% - 100%
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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 Supervisors/Department Chairs 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-

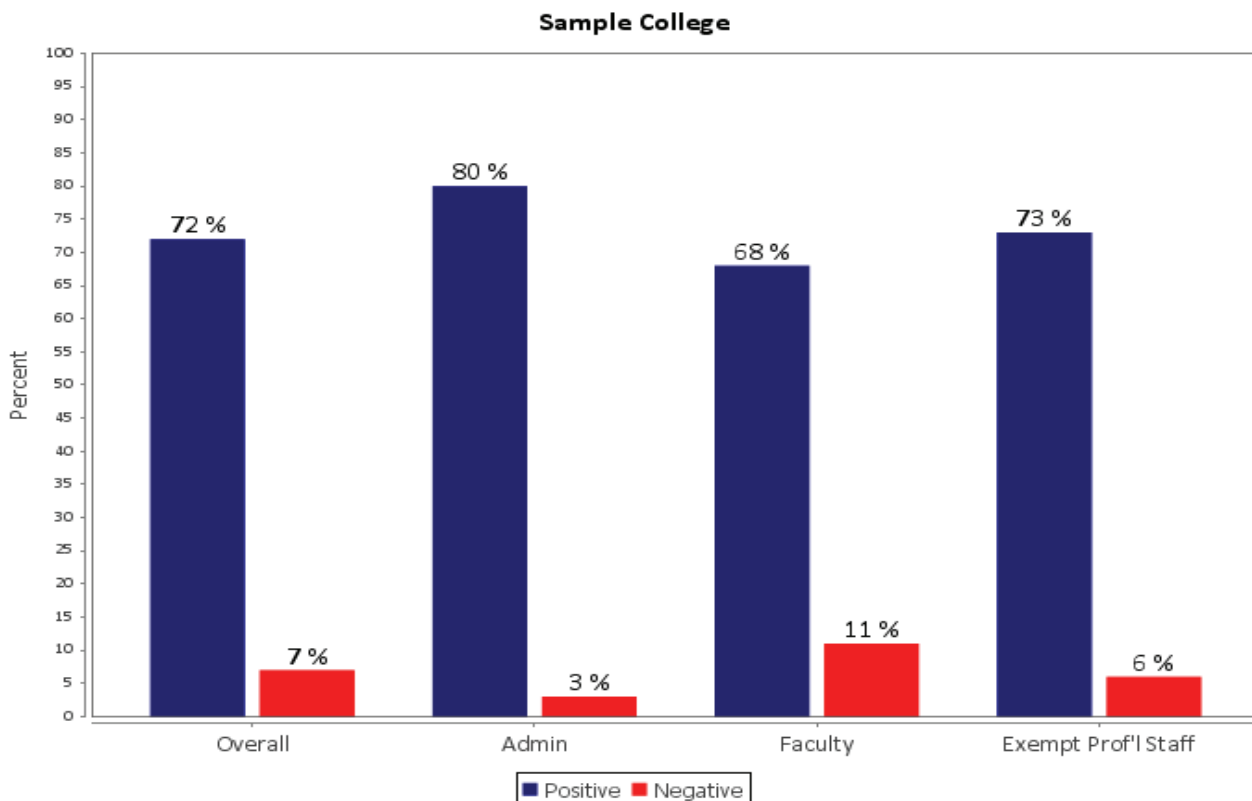
## Program and Report Overview

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 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 15 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, 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 Exempt Professional Staff. A sample report is provided below. Your actual results are enclosed separately herein.



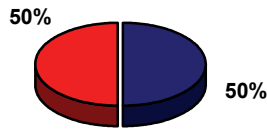
Understanding the different perspectives between and among these groups can provide leadership with valuable data to inform decision making.

## Program and Report Overview

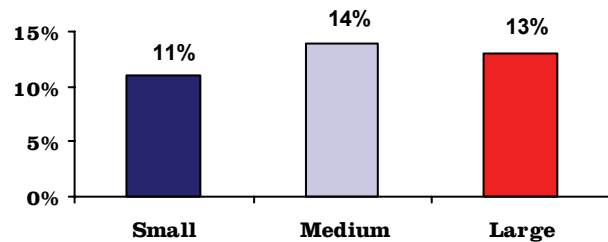
### **Topline Higher Education Workplace Trend Report (Excerpt)**

The Topline Trend 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 2010 Higher Education Workplace Trend 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. We added a variety of questions to this year's IQ to help capture insight into how schools are coping with current economic challenges.

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 2011 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.

Best wishes in your continued good work.