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ModernThink

Session Objectives

- Introduction to ModernThink LLC
- Overview of the ModernThink Higher Education Insight Survey©
- Best Practices in survey administration
- Timeline and next steps
- Q&A

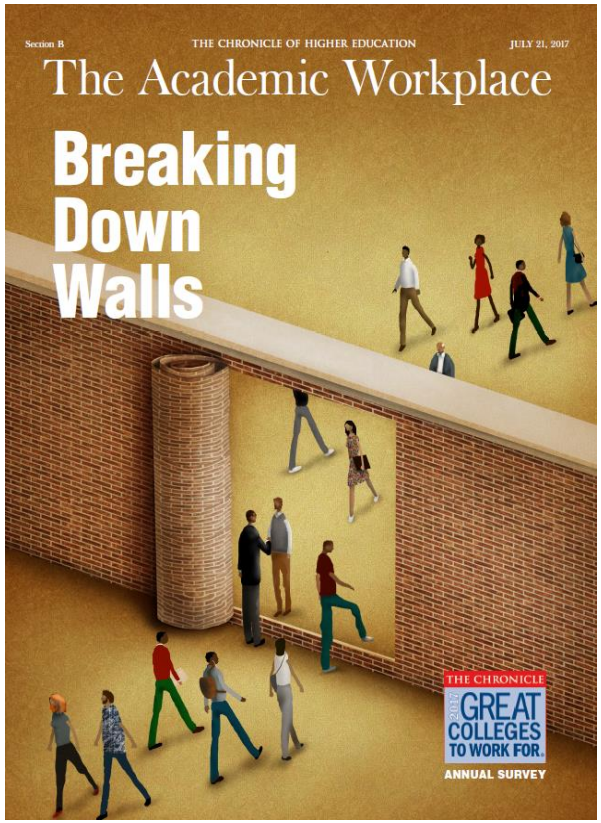
Great Colleges To Work For Program

2007 - ModernThink develops higher education specific climate/engagement survey.

The Chronicle of Higher Education and ModernThink launch the Great Colleges program® in 2008 with 89 institutions.

125,000+ Faculty & Staff surveyed annually from 300+ institutions.

"The Academic Workplace" becomes one of *The Chronicle's* most popular special Supplements.



Benchmarking

Relevant Benchmark:

- Enrollment Size
- Geographical Location
- Control (Public vs. Private Institutions)
- Faculty-only Benchmarking and Other Job Categories
- Minority Aggregate Benchmarking

- **Missouri Community Colleges**--- 9 of the 12 Missouri Community Colleges have participated in Great Colleges over the past eight years and 5 of those have been recognized. This includes East Central College. Several have participated more than once and for some it has been awhile. The five institutions and years recognized are: **Crowder CC** (2017; 2016; 2015; 2014; 2011—they have been honor roll the last three years), **East Central College** (2009), **Metropolitan CC** (2011), **Mineral Area CC** (2010), and **St. Charles CC** (2014, 2009).
- In the past two years, we have had 4 community college systems participate collectively.

East Central College Survey History

Participation in the CGC Survey:
2016, 2014, 2012, 2010, 2009 (recognized in *Benefits- Vacation, PTO & Tuition Reimbursement)*

Survey Response Rate History:
(CGC average response rate is 40% across all participants)

- ❑ 2016 RR **45%** (103/229) Includes NES
- ❑ 2014 RR **60%** (152/252) Includes NES
- ❑ 2012 RR **39%** (102/261)
- ❑ 2010 RR **26%** (102/395)

Report Investment:

- ❖ Oversampled 2016, 2014, 2012, 2010, 2009
- ❖ Comments Report in 2016

Other Surveys: Top Workplaces (2015/2013/2012)

Sure, this survey does seek feedback, but rarely has the administration done anything to address the criticisms or publicize how they have addressed those criticisms. And, realistically, they cannot address everything, nor should they try.... But try something and consult with those who have pointed out the problems on how best to remedy them

*I hope that administration takes a look at the survey results this year...**It doesn't seem like they ever look at the results or they look at the results but do not try to resolve any of the issues expressed.** We say we value employees, but do we really….actions speak louder than words.*

*Communication - The lack of it...for instance, it would have been nice to receive an email from the college president before we got this survey instead of after the fact. That in itself makes it appear that **this survey isn't very important to the President** if he waits until after the survey is distributed to say "hey, we value your input"...sure doesn't make me feel that way.*

What's Different this Year?

Tap into ModernThink

- Survey Customization
- More detailed reports
- Onsite consultations and support
- Guidance on communication and action planning

Greater Leadership Support

- Commitment to Sharing Results

Utilization of survey results

- Develop Strategic Plan
- Contribute to address HLC findings

Outcomes, Benefits & Impact

- ❑ **Assessment Tool**
- ❑ **Communication Tool**
- ❑ **Road Map**

Strategic Linkages

- **Values**
- **Strategic Planning**
- **Accreditation**
- **Board Mandate**
- **Leadership Transition**
- **Campus Climate Goals**

"It isn't that they can't see the solution. It's that they can't see the problem."

- G. K. Chesterton

Strategic Linkage – Values

Values

East Central College is committed to the highest ethical and professional standards of conduct Employees and constituents recognize that the College is held in trust for the community. The college and its employees are committed to the following:

Integrity—Individuals will conduct themselves with integrity in dealings with and on behalf of the college, and will be honest and impartial in actions taken within and on behalf of the institution.

Excellence—Employees will conscientiously strive for excellence in their work.

Dignity—College employees will respect the dignity of all persons.

Accountability—Those associated with the College will be accountable as individuals and as members of the community for ethical conduct and compliance with applicable laws, policies and directives; they will be good stewards of the resources entrusted to their care.

Environmental Responsibility—College employees will respect the environment and be good stewards of the institution's surroundings and the world.

Global Citizenry—College employees will respect individual differences in cultural, academic and socioeconomic backgrounds. Individuals will learn from the diversity of people, ideas, and opinions.

Strategic Linkage – Strategic Plan

CATEGORY THREE: VALUING EMPLOYEES

GOAL ONE: **East Central College is committed to being an employer recognized for highly motivated and engaged employees who are continuously supported, rewarded, recognized and developed professionally and personally.**

Objective 1: The College recognizes the importance of job satisfaction and work-life balance and will continue to provide and improve programs and services for the employees.

Strategies:

- Develop a culture of excellence through diversity, inclusion and equitable practices in order to achieve excellence in higher education.
- Evaluate the workflow and department staffing requirements in order to explore alternative work environments and options.
- Regularly conduct external employee surveys so that the satisfaction ratings of the employees are within the top tier compared to other colleges.
- Regularly conduct internal surveys, focus groups and program evaluations to gauge employee satisfaction and use the data to effect positive change
- Continue to regularly conduct employee surveys and use data to effect change with an ultimate goal to meet or exceed benchmarks of peer institutions.

Category Four: Planning and Leading

GOAL ONE: **East Central College is committed to effective leadership, planning and communication strategies for the benefit of its stakeholders.**

CATEGORY SIX: QUALITY OVERVIEW

GOAL ONE: **EAST CENTRAL COLLEGE IS COMMITTED TO A CULTURE AND INFRASTRUCTURE THAT SUPPORT CONTINUOUS QUALITY IMPROVEMENT.**

Objective 1: The College will integrate all quality initiatives with the strategic plan.

Strategic Linkage – Accreditation: HLC

HLC Standard	ModernThink Higher Education Insight Survey Statement
Criterion One. Mission	• This institution places sufficient emphasis on having a diverse faculty, administration and staff. • There is appropriate recognition of innovative and high quality teaching. • Teaching is appropriately recognized in the evaluation and promotion process.
Criterion Two. Integrity: Ethical and Responsible Conduct	• This institution's policies and practices ensure fair treatment for faculty, administration and staff. • Senior leadership shows a genuine interest in the well being of faculty, administration and staff. • Faculty are appropriately involved in decisions related to the education program (e.g. curriculum development and evaluation).
Criterion Three. Teaching and Learning: Quality, Resources, and Support	• My department has adequate faculty/staff to achieve our goals. • Our review process accurately measures my job performance. • I am provided the resources I need to be effective in my job.
Criterion Four. Teaching and Learning: Evaluation and Improvement	• Teaching is appropriately recognized in the evaluation and promotion process. • There is appropriate recognition of innovative and high quality teaching.
Criterion Five: Resources, Planning, and Institutional Effectiveness	• Our senior leadership has the knowledge, skills and experience necessary for institutional success. • My supervisor/department chair actively solicits my suggestions and ideas. • I understand how my job contributes to this institution's mission.

CROSSMAP

15 Core Survey Dimensions

Job Satisfaction/Support	**Policies, Resources & Efficiency**	**Faculty, Administration & Staff Relations**
Teaching Environment	**Shared Governance**	**Communication**
Professional Development	**Pride**	**Collaboration**
Compensation, Benefits & Work/Life Balance	**Supervisors/Department Chairs**	**Fairness**
Facilities	**Senior Leadership**	**Respect & Appreciation**

15 Core Survey Dimensions

- ***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 offered

- ***Facilities***– provides insight into the reported satisfaction with physical workspace, overall campus appearance and confidence in experiencing a safe and secure environment

15 Core Survey Dimensions

- ***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
- ***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

15 Core Survey Dimensions

- ***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 camaraderie
- ***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

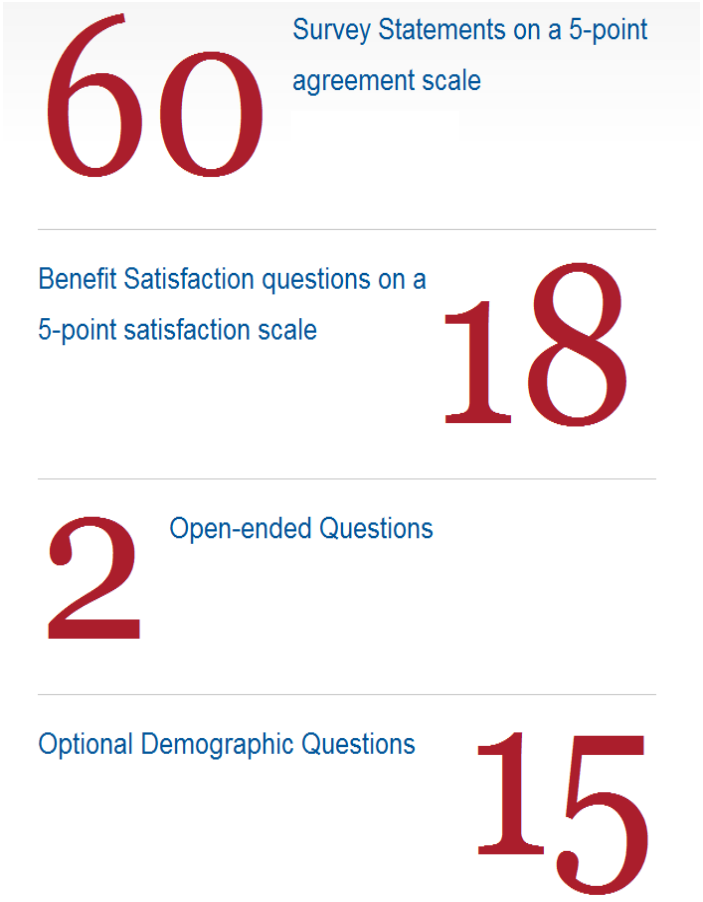
ModernThink Higher Education Insight Survey

Reliability and Validity: Tested to be highly reliable and reviewed each year

Audience: Designed for Faculty and Staff

Survey Format: Online, optimized for tablet and smartphone

Time to complete: 15-20 minutes



Timeline

Month	Activity
March 2018	Finalize Survey Content and Customizations
	IT Test
	Pre-survey Communication Sent
April 2 – April 13, 2018	Administer Survey
	Help Desk Available
	3-4 Reminders During Survey
	Post-survey Communication Sent
June 2018	Reports Delivered
	Survey Results Preview
August 2018	Onsite Presentations
	Action Planning

Deliverables Post-Survey

- **Reports & Analysis** – Electronic-based Delivery and/or Interactive Web-based Report Gateway.

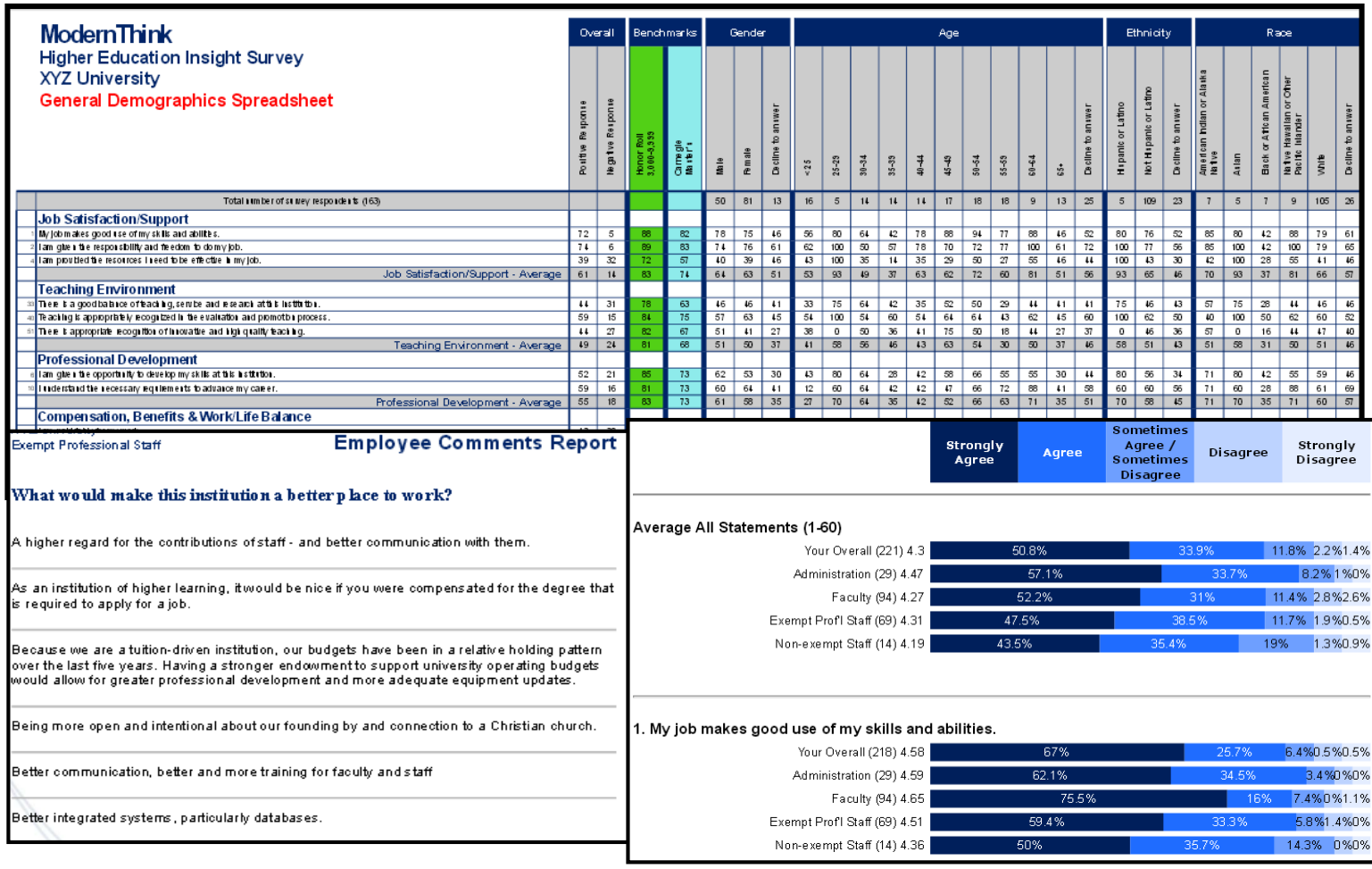
- **Summary Report -** Analyzing Patterns, Themes and Benchmark Comparisons Inclusive of Recommendations

- **Onsite Presentation**- Senior Administration; Board; Committees; Open Forums for Faculty/Staff (credibility/third-party); Office Hours for Senior Leaders; Round Tables; Co-Facilitation of Initial Action Planning

Examples – Post Survey Actions/Results

Goal	Requirement	Action to date
Foster greater engagement in the life of the University	Give staff, faculty and administration spirit gear to wear on specific days identified as Spirit Days to build campus pride and recognition.	**Pride Days** We have established First Friday of each month as Pride (Spirit) Day, encouraging the entire campus to wear spirit gear to build pride and enhance University recognition. Barnes and Noble Bookstore offered Faculty-Staff Appreciation Week in December, providing 20%-off discounts on all branded clothing and school spirit items.
Improve confidence in senior leadership	Establish regular extended cabinet meetings.	**Extended Cabinet Meetings** We have more clearly defined the membership of the extended cabinet and established regular extended cabinet meetings with defined expectations for decision-making and communication with staff. Topics this semester have included budget, enrollment action plan, housing action plan and our reaccreditation efforts.
Promote greater professional accountability	Develop a new Performance Management System that promotes our values, includes service quality and climate, addresses disrespectful comments and behavior, offers models of professionalism, and a financial incentive for exceptional performance.	**Performance Management System** A new performance evaluation tool for staff is being implemented that articulates college standards and revises the review process to include professionalism and civility. This more robust pay-for-performance management system evaluates and rewards performance, tying it back into outcomes and cash and non-cash recognition. More work needs to be done but the instrument has been piloted and a timeline for rollout will soon be communicated.

Reporting



ModernThink
Higher Education Insight Survey
XYZ University
General Demographics Spreadsheet

		Overall		Benchmarks		Gender			Age										Ethnicity			Race						
		Positive Response	Negative Response	Honor Roll 3.000-4.000	Carnegie Master's	Male	Female	Decline to answer	<25	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	Decline to answer	Hispanic or Latino	Not Hispanic or Latino	Decline to answer	American Indian or Alaska Native	Asian	Black or African American	Native Hawaiian or Other Pacific Islander	White	Decline to answer
	Total number of survey respondents (163)					50	81	13	16	5	14	14	14	17	18	18	9	13	25	5	109	23	7	5	7	9	105	26
	Job Satisfaction/Support																											
1	My job makes good use of my skills and abilities.	72	5	88	82	78	75	46	56	80	64	42	78	88	94	77	88	46	52	80	76	52	86	80	42	88	79	61
2	I am given the responsibility and freedom to do my job.	74	6	89	83	74	76	61	62	100	50	57	78	70	72	77	100	61	72	100	77	56	86	100	42	100	79	65
4	I am provided the resources I need to be effective in my job.	39	32	72	57	40	39	46	43	100	35	14	35	29	50	27	55	46	44	100	43	30	42	100	28	55	41	46
	Job Satisfaction/Support - Average	61	14	83	74	64	63	51	53	93	49	37	63	62	72	60	81	51	56	93	65	46	70	93	37	81	66	57
	Teaching Environment																											
39	There is a good balance of teaching, service and research at this institution.	44	31	78	63	46	46	41	33	75	64	42	35	52	50	29	44	41	41	75	46	43	57	75	28	44	46	46
40	Teaching is appropriately recognized in the evaluation and promotion process.	59	15	84	75	57	63	45	54	100	54	60	54	64	64	43	62	45	60	100	62	50	40	100	50	62	60	52
51	There is appropriate recognition of innovative and high quality teaching.	44	27	82	67	51	41	27	38	0	50	36	41	75	50	18	44	27	37	0	46	36	57	0	16	44	47	40
	Teaching Environment - Average	49	24	81	68	51	50	37	41	58	56	46	43	63	54	30	50	37	46	58	51	43	51	58	31	50	51	46
	Professional Development																											
8	I am given the opportunity to develop my skills at this institution.	52	21	85	73	62	53	30	43	80	64	28	42	58	66	55	55	30	44	80	56	34	71	80	42	55	59	46
10	I understand the necessary requirements to advance my career.	59	16	81	73	60	64	41	12	60	64	42	42	47	66	72	88	41	58	60	60	56	71	60	28	88	61	69
	Professional Development - Average	55	18	83	73	61	58	35	27	70	64	35	42	52	66	63	71	35	51	70	58	45	71	70	35	71	60	57
	Compensation, Benefits & Work/Life Balance																											

Exempt Professional Staff

Employee Comments Report

What would make this institution a better place to work?

A higher regard for the contributions of staff - and better communication with them.

As an institution of higher learning, it would be nice if you were compensated for the degree that is required to apply for a job.

Because we are a tuition-driven institution, our budgets have been in a relative holding pattern over the last five years. Having a stronger endowment to support university operating budgets would allow for greater professional development and more adequate equipment updates.

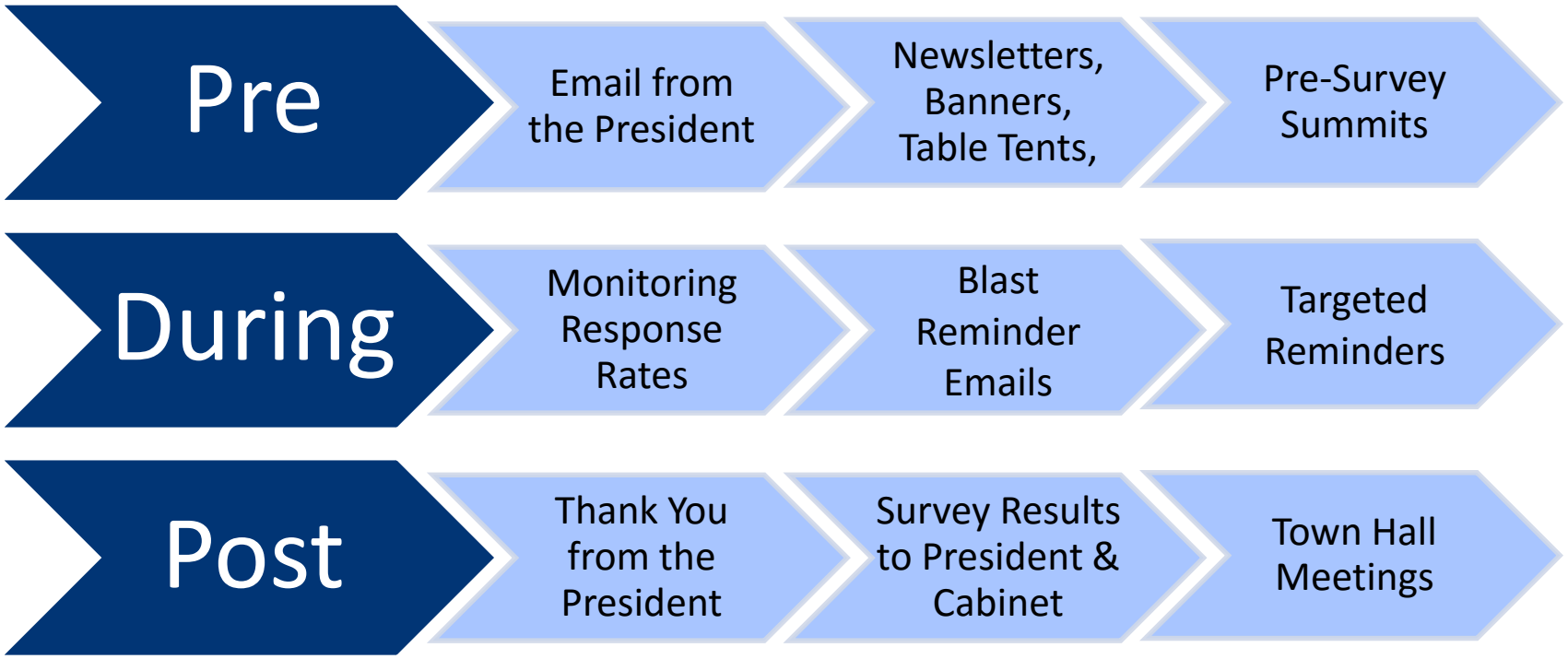
Being more open and intentional about our founding by and connection to a Christian church.

Better communication, better and more training for faculty and staff

Better integrated systems, particularly databases.

	Strongly Agree	Agree	Sometimes Agree / Sometimes Disagree	Disagree	Strongly Disagree
Average All Statements (1-60)					
Your Overall (221) 4.3	50.8%	33.9%	11.8%	2.2%	1.4%
Administration (29) 4.47	57.1%	33.7%	8.2%	1%	0%
Faculty (94) 4.27	52.2%	31%	11.4%	2.8%	2.6%
Exempt Prof'l Staff (69) 4.31	47.5%	38.5%	11.7%	1.9%	0.5%
Non-exempt Staff (14) 4.19	43.5%	35.4%	19%	1.3%	0.9%
1. My job makes good use of my skills and abilities.					
Your Overall (218) 4.58	67%	25.7%	6.4%	0.5%	0.5%
Administration (29) 4.59	62.1%	34.5%	3.4%	0%	0%
Faculty (94) 4.65	75.5%	16%	7.4%	0%	1.1%
Exempt Prof'l Staff (69) 4.51	59.4%	33.3%	5.8%	1.4%	0%
Non-exempt Staff (14) 4.36	50%	35.7%	14.3%	0%	0%

Communication Strategy



Employee Engagement

CUPA-HR

Employee engagement is the act of committing - rationally or emotionally - to something or someone within the organization. Engaged employees hold a positive emotional connection to their work. They value, enjoy and believe in their jobs, managers, teams, and organizations. ***A complex concept, engagement is influenced by many factors—from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation.***

SHRM

Employee engagement is a key business driver for organizational success. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. A complex concept, engagement is influenced by many factors—from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation.

Additional Resources

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