Overview of Program and
Participation Report

ModernThink

We help Colleges & Universities become better places to work & learn.

THE CHRONICLE

2012 GREAT
COLLEGES
TO WORK FOR.®

Thank you for participating in the 2012 Chronicle Great Colleges to Work For program. We are pleased to present you with your Participation Reports for this year. This overview provides a summary of the Great Colleges program as well as descriptions of the three Topline Reports included:

- Topline Survey Results
- Topline Results by Job Category
- Topline Higher Education Workplace Trend Report (excerpt)

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 toward creating the best workplace possible.

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.

Over its five-year tenure, the Chronicle Great Colleges to Work For® program applicant pool has grown from 89 participants in its inaugural year, to a high of 310 participants in 2011. This year the program included 294 schools, including 221 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 117,476 faculty and staff nationwide. Of those, nearly 47,000 responded: 20,476 faculty and 26,424 staff (Administrators and Exempt Professional Staff).

The second part of the assessment process is an institutional audit (The ModernThink Institution Questionnaire© or "IQ") capturing information detailing various institution demographics, polices 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
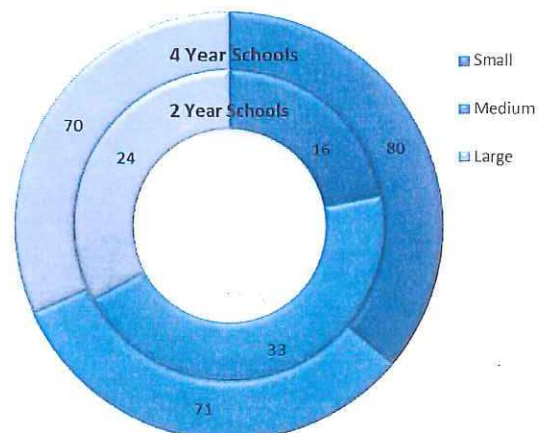
Twelve of the recognition categories are based on the 15 survey dimensions which are core components of campus life. Representative examples include the following: Collaborative Governance, Professional/Career Development; Teaching Environment (Faculty Only); Compensation & Benefits; Facilities, Workspace & Security; and Job Satisfaction. Other recognition categories are tied to responses for the benefits satisfaction component of the survey.

The ModernThink Higher Education Insight Survey©

The ModernThink Higher Education Insight Survey© 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 they 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

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

The 2012 Honor Roll

While recognition in any category is indeed noteworthy, a special distinction is awarded to those institutions that are cited most often across all of the recognition categories. This Honor Roll recognition was given to ten four-year institutions in each size, and four two-year institutions in each size.

The 2012 Honor Roll for two-year colleges

Small (500-2,999 Students)	Medium (3,000-9,999 Students)	Large (10,000 or more Students)
Lake Area Technical Institute	Blue Ridge Community College	Central Texas College
Lancaster General College of Nursing and Health Sciences	Howard Community College	Miami Dade College
North Arkansas College	Somerset Community College	Rio Salado College
Panola College	Southside Virginia Community College	Tallahassee Community College

The 2012 Honor Roll for four-year schools

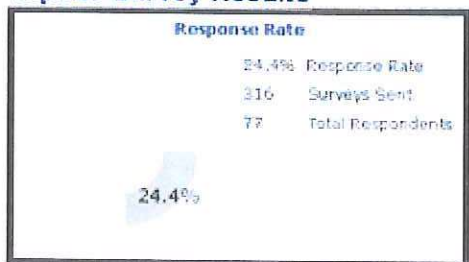| Small (500-2,999 Students)	Medium (3,000-9,999 Students)	Large (10,000 or more Students)
Centre College	Biola University	Austin Peay State University
Endicott College	Calif. State University Channel Islands	Baylor University
Furman University	Embry-Riddle Aeronautical University-Daytona Beach	George Mason University
Gettysburg College	Lee University	Old Dominion University
Hardin-Simmons University	McKendree University	Sam Houston State University
Juniata College	Rollins College	University of Central Oklahoma
Manchester College	Southern New Hampshire University	University of MD, Baltimore County
New York Chiropractic College	Texas Christian University	University of Michigan
Ripon College	The College of Saint Rose	University of Mississippi
Siena Heights University	University of the Incarnate Word	University of Notre Dame du Lac

Report Overviews

The opportunity for national recognition is certainly exciting, but the most valuable part of participation in this program is perhaps the survey data you receive. It's our goal to help participating institutions understand the dynamics and influences that are having the greatest impact on their own campus cultures, and that ultimately are shaping the future of the higher education community. 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 Institution Questionnaire© submissions:

1) Topline Survey Results
2) Topline Results by Job Category
3) Topline Higher Education Workplace Trend Report (Excerpt)

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. If you participated in the program last year, you will see your data for 2011 listed as well. A sample report is provided below. Your school's actual results are enclosed separately.

Topline Survey Results

Response Rate

24.4%	Response Rate
316	Surveys Sent
77	Total Respondents

24.4%

Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%	45% - 54%	55% - 64%	65% - 74%	75% - 100%

	2012	2011	2012 Honor Roll 3,000-9,999	2012 Carnegie Master's
Job Satisfaction/Support	64%	67%	84%	74%
Teaching Environment	48%	56%	83%	70%
Professional Development	63%	60%	82%	74%
Compensation, Benefits & Work/Life Balance	60%	59%	81%	70%
Facilities	59%	69%	84%	73%
Policies, Resources & Efficiency	53%	53%	76%	63%

Results in the first one or two columns (two if you participated in the program last year) 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 each specific theme. 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 (third column in the above example) and Carnegie Classification (fourth column in the above example). The Honor Roll benchmark is comprised of the average percent positive of those institutions recognized on the Honor Roll in your Enrollment Size. The Carnegie benchmark reflects the average percent positive of all institutions in your Carnegie classification.
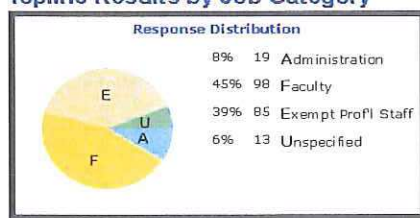
Topline Results by Job Category

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 report shows you both the overall positive responses (percent who "*Strongly Agree*" or "*Agree*") and the Honor Roll benchmark for your Enrollment Size broken out by your Administration, Faculty and Exempt Professional Staff. A sample report is provided below. Your school's actual results are enclosed separately.

Additionally, we've provided the distribution for your survey responses stratified by Job Category. *NOTE: Please note that these distributions have been truncated and thus the percentages may not total 100%.*

Topline Results by Job Category

Response Distribution

8%	19	Administration
45%	98	Faculty
39%	85	Exempt Prof'l Staff
6%	13	Unspecified

Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%	45% - 54%	55% - 64%	65% - 74%	75% - 100%

	OVERALL	2012 Honor Roll 3,000-9,999	Administration	2012 Honor Roll 3,000-9,999 Administration	Faculty	2012 Honor Roll 3,000-9,999 Faculty	Exempt Prof'l Staff	2012 Honor Roll 3,000-9,999 Exempt Prof'l Staff
Job Satisfaction/Support	78%	84%	76%	86%	75%	85%	84%	83%
Teaching Environment	78%	82%	79%	86%	65%	79%	85%	86%
Professional Development	73%	82%	83%	83%	79%	87%	67%	76%
Compensation, Benefits & Work/Life Balance	76%	81%	88%	95%	71%	80%	81%	80%
Facilities	81%	84%	86%	86%	76%	83%	88%	86%
Policies, Resources & Efficiency	59%	76%	63%	78%	51%	75%	69%	76%
Shared Governance	45%	76%	69%	81%	32%	74%	59%	77%

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 the 150+ questions asked on the IQ and is an excerpt from our comprehensive 2012 Higher Education Workplace Trend Report. Summarized in both chart and graphical form, we highlight in aggregate which schools are 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.

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 influencing the future of the academic workplace. Registration for the 2013 program is now open, and we expect yet another strong applicant pool in what has become one of the nation's premier recognition programs. You can register now at 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 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 or call us at 888.684.4658.