

2018 NJCU Great Colleges to Work for Survey

ModernThink
Richard K. Boyer
September 25, 2018



Session Objectives

- Strategic Linkages
- The ModernThink Higher Education Insight Survey[©]
- SWOT Analysis & Key Findings
- Recommendations
- Q&A

Strategic Linkages

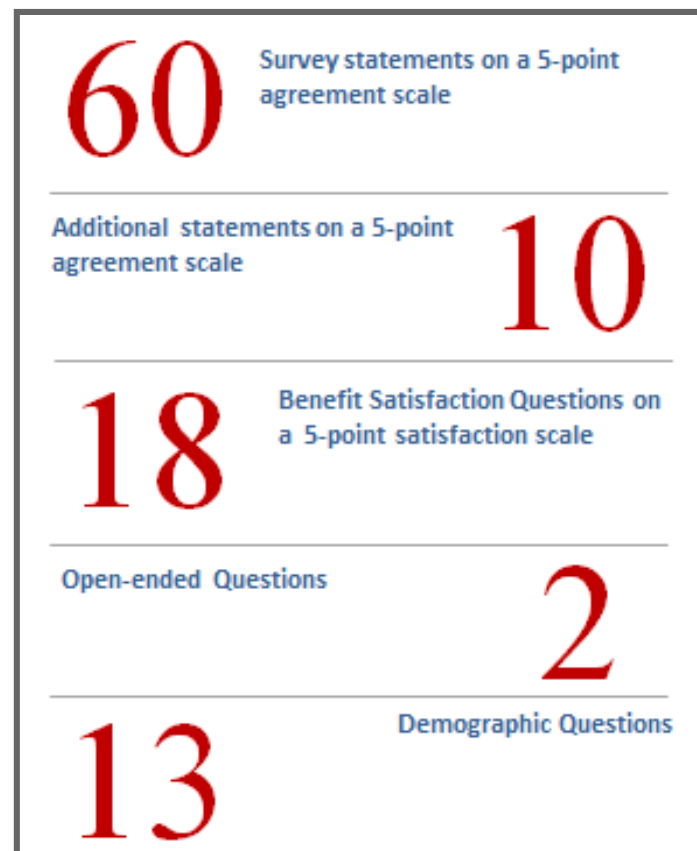
- Strategic Planning
- Accreditation
- Board Mandate
- Leadership Transition
- Mission/Vision/Values
- Campus Climate

*“It isn't that they
can't see
the solution.
It's that they
can't see
the problem.”*

- G. K. Chesterton

Survey Overview

- **Methodology**
 - Online survey administered February 12 – March 9, 2018
- **Response Rates**
 - 2018 Overall response rate: 394/917 – 43%
- **Benchmark**
 - 2018 Honor Roll 3,000-9,999
 - 2018 Carnegie Master's



Response Rates

Job Category	Total	Responded	Percentage
All Employees	917	394	43%
Administration	97	75	77%
Faculty	291	109	37%
Exempt Professional Staff	141	86	61%
Non-exempt Staff	388	124	32%

Response Guidelines

Response Options: *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Not Applicable*

Positive Responses

Strongly Agree, Agree

Negative Responses

Strongly Disagree, Disagree

Guideline Score	Description	Guideline Score
75% +	Very Good to Excellent	< 10%
65 – 74%	Good	10 – 14%
55 – 64%	Fair to Mediocre	15 – 19%
45 – 54%	Warrants Attention	20 – 29%
< 45%	Poor	30% +

Survey Definitions

Institution refers to the entire University.

Department refers to the most immediate unit or area in which you work.

Senior Leadership refers to the President and her direct reports.

Supervisor/Department Chair (for Staff) refers to the individual to whom you directly report.

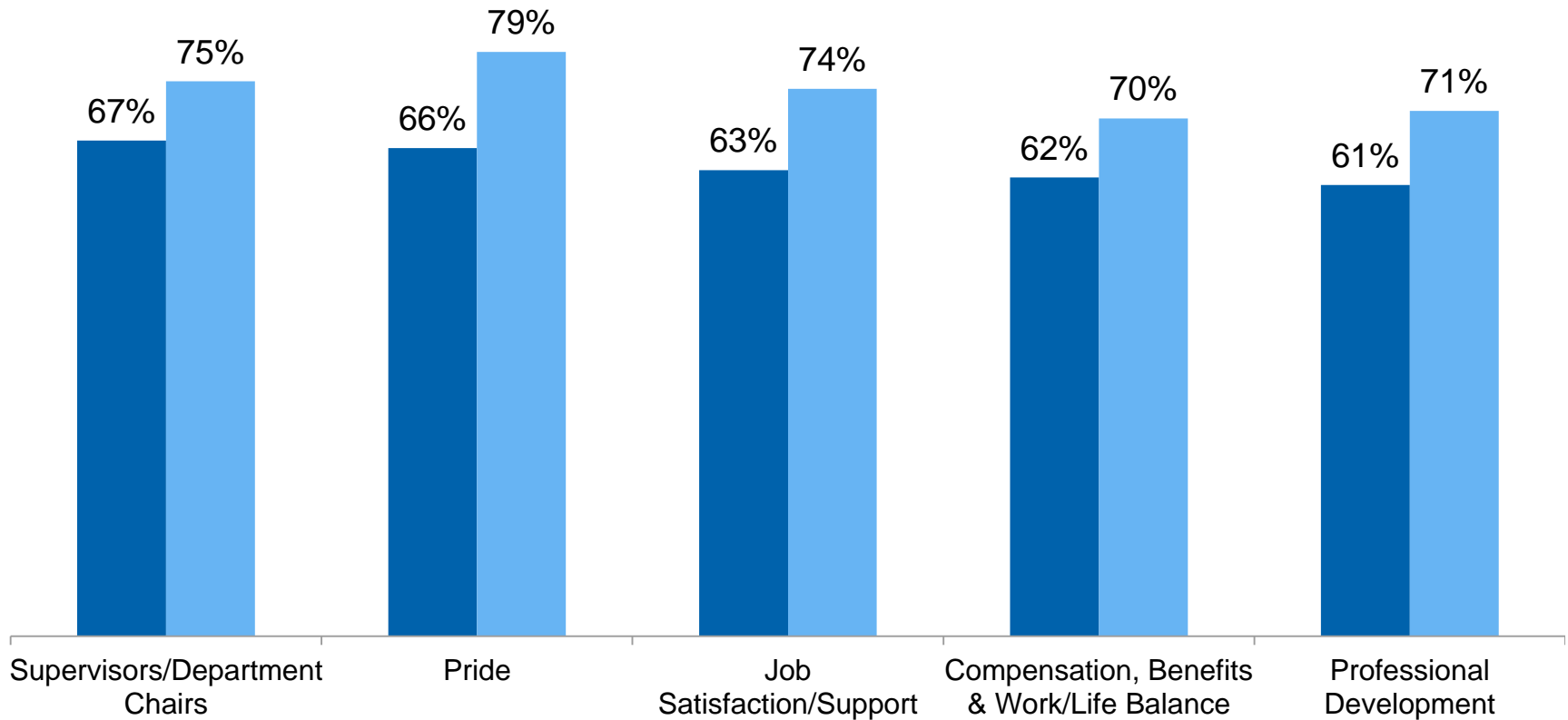
Supervisor/Department Chair (for Faculty) refers to the chair of your department.

15 Core 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

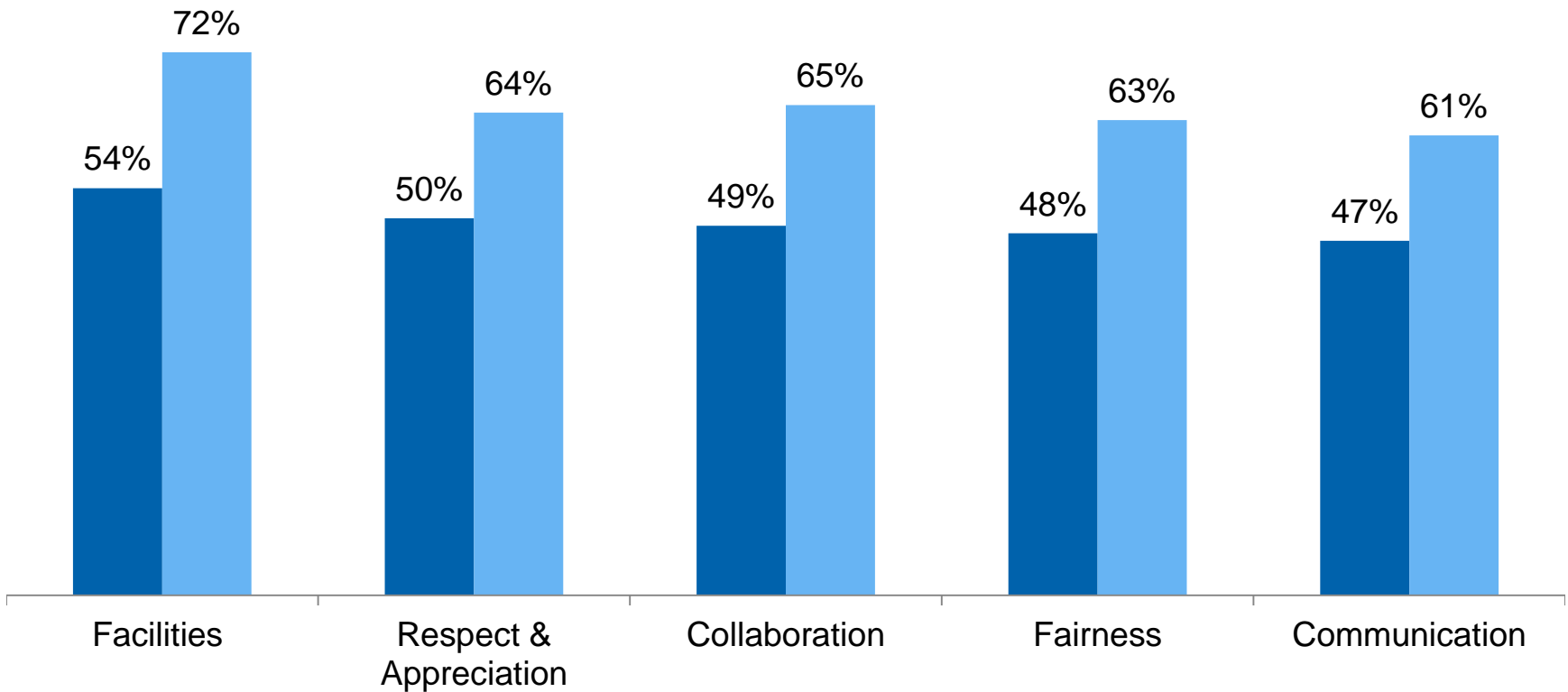
Dimensions (Overall % Positive)

■ 2018 NJCU ■ 2018 Carnegie



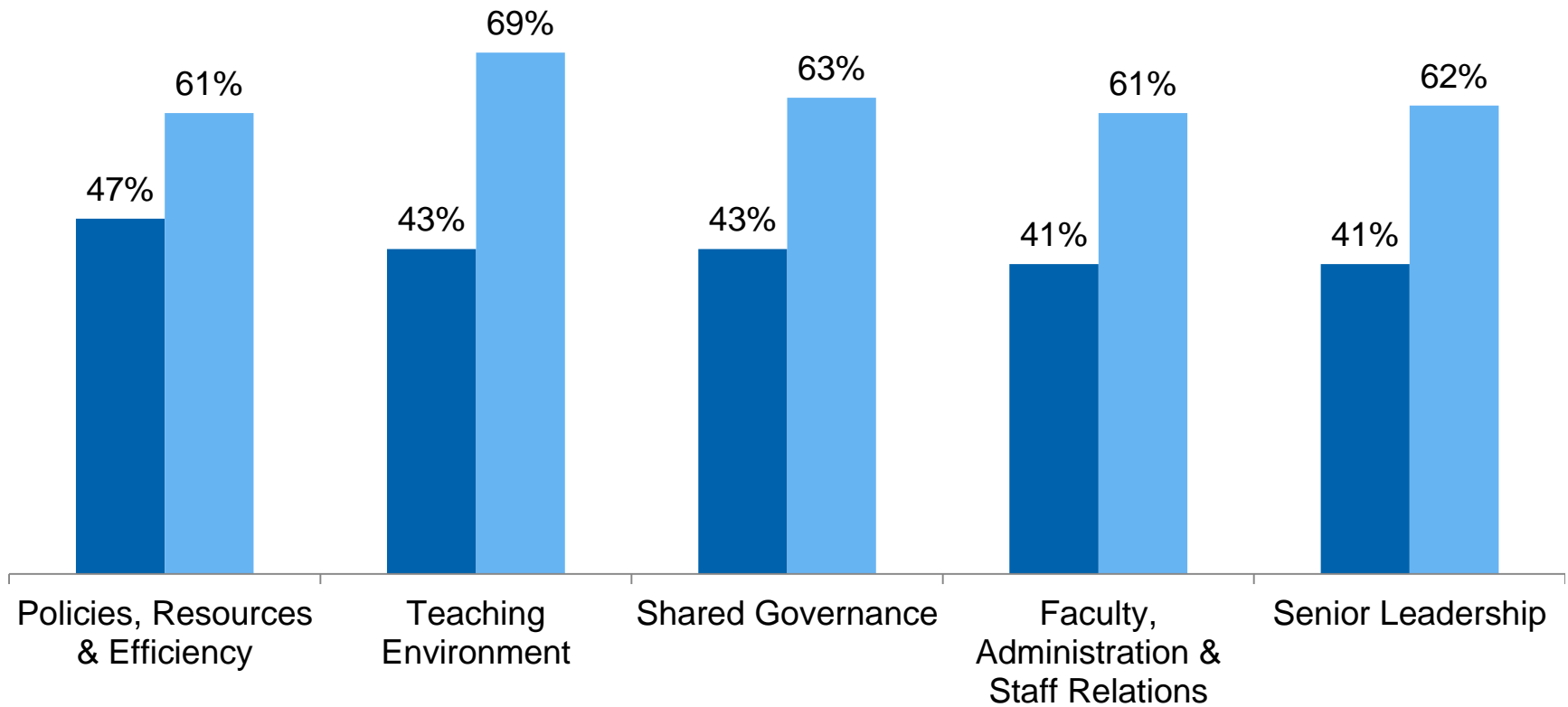
Dimensions (Overall % Positive)

■ 2018 NJCU ■ 2018 Carnegie



Dimensions (Overall % Positive)

■ 2018 NJCU ■ 2018 Carnegie



Barometer Statements

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
25	Overall, my department is a good place to work.	70	10	81	6
36	I am proud to be part of this institution.	67	8	80	5
59	This institution's culture is special – something you don't find just anywhere.	52	21	68	13
60	All things considered, this is a great place to work.	55	18	74	8

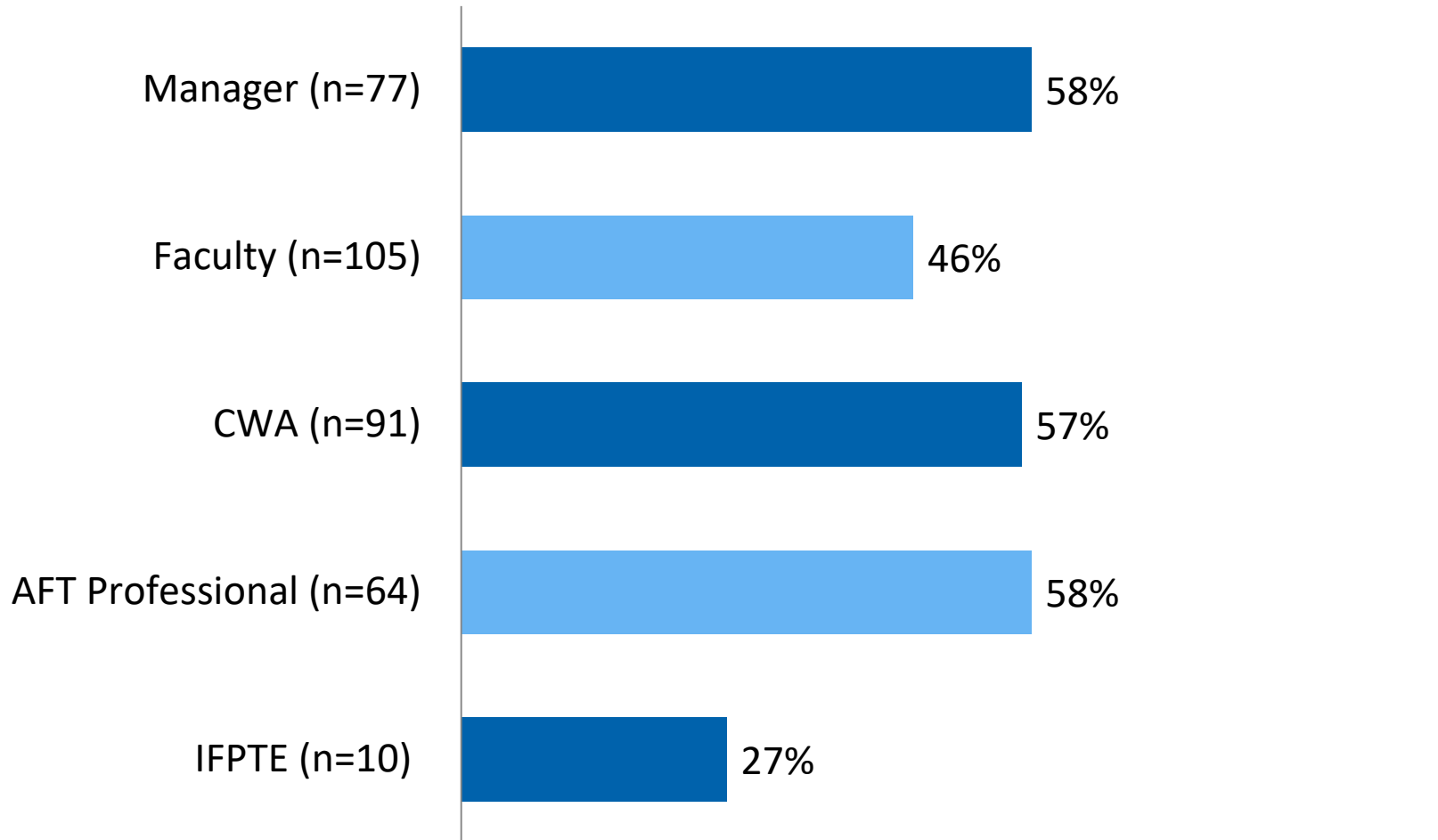
Strengths

- Job Fit, Autonomy & Connection to Mission
- Supervisor/Department Chair Competencies
- Benefits & Work/Life Balance
- Commitment to Diversity, Equity & Inclusion

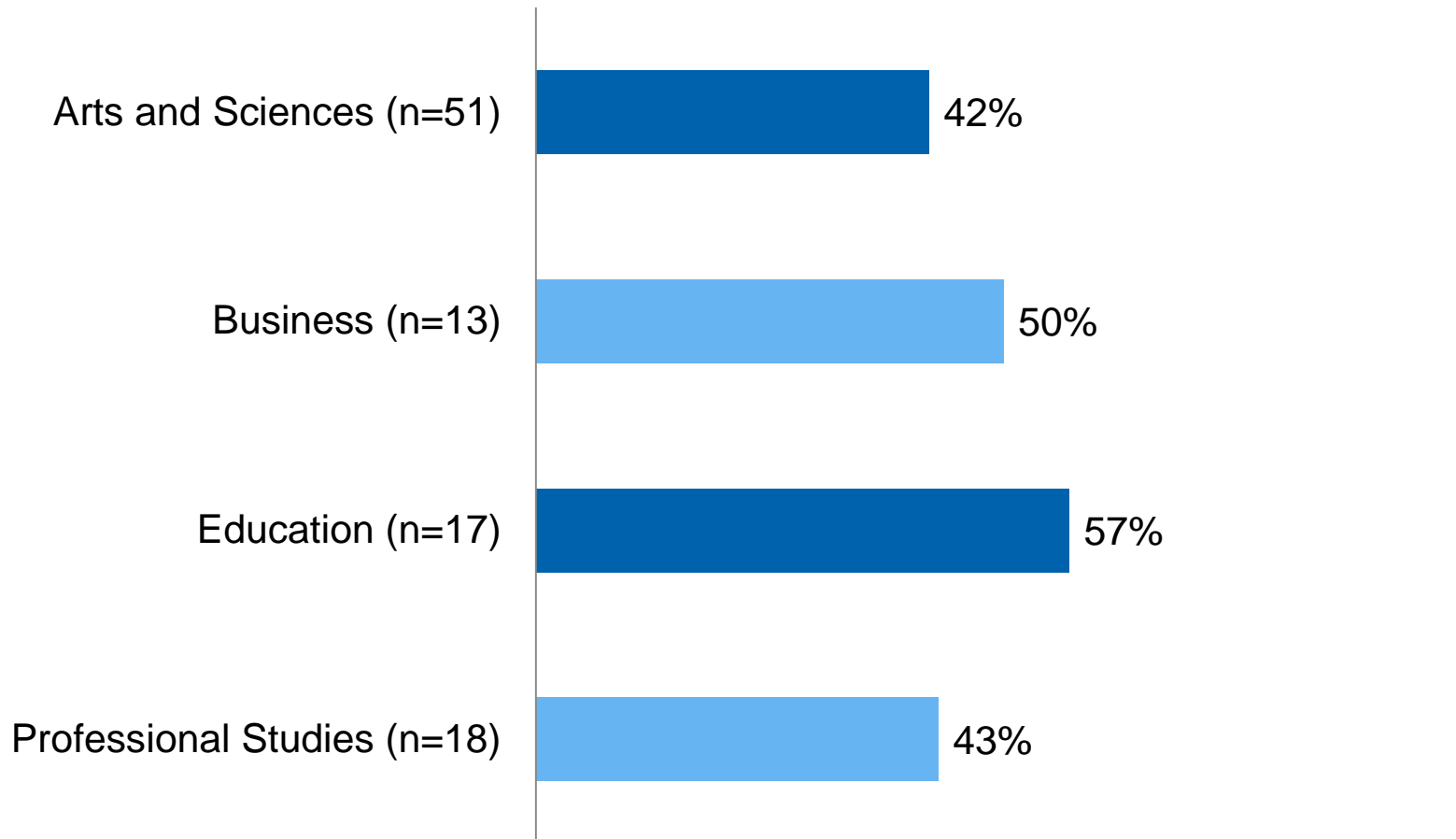
Opportunities

- Resource Constraints
- Performance Management/Accountability
- Respect & Appreciation
- Communication & Collaboration
- Shared Governance
- Senior Leadership

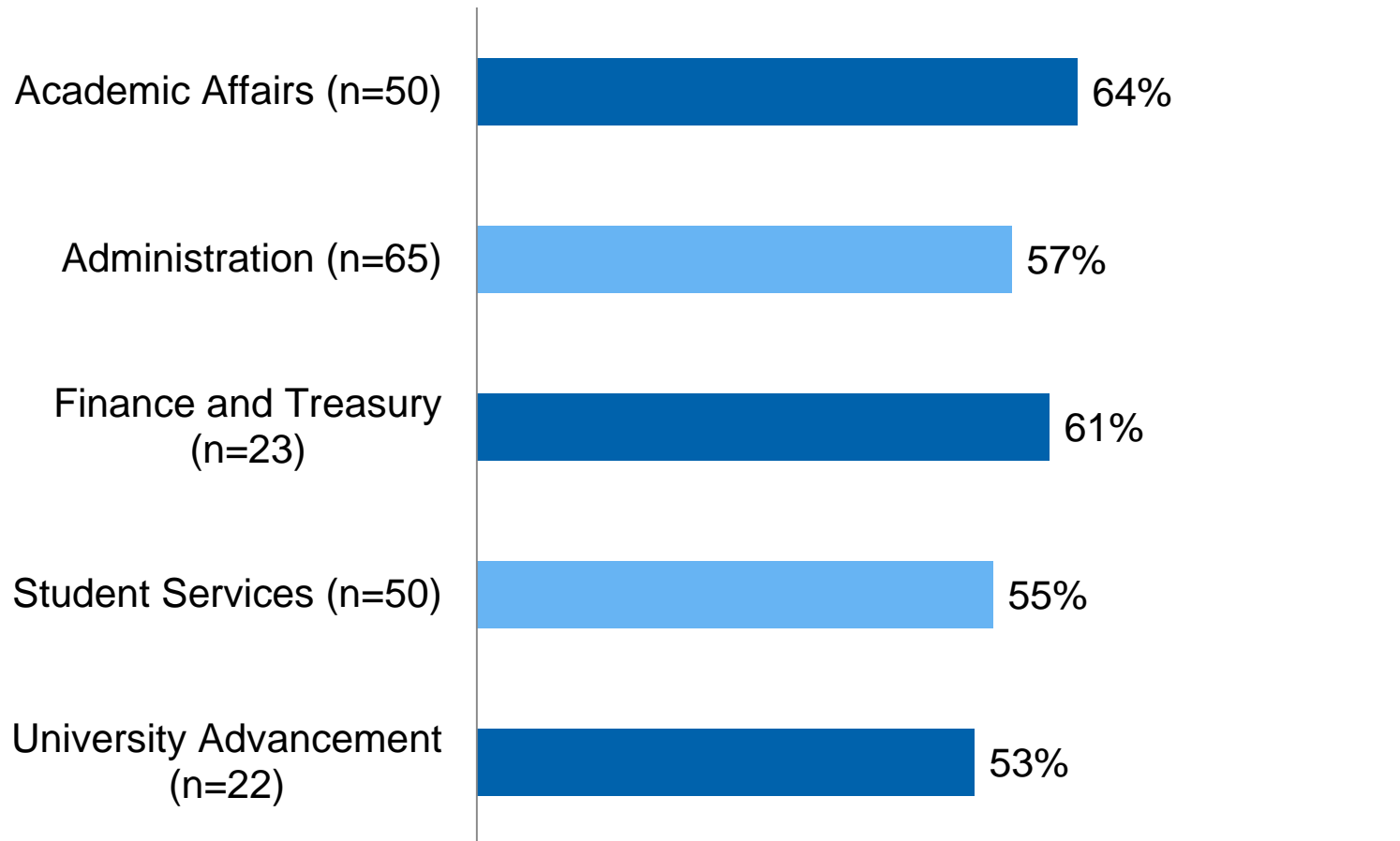
Job Category (Overall % Positive 1-60)



Academic Division (Overall % Positive 1-60)



Department (Overall % Positive 1-60)



Top Ten Statements

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
5	I understand how my job contributes to this institution's mission.	85	4	90	3
24	I have a good relationship with my supervisor/department chair.	79	8	84	6
47	My supervisor/department chair supports my efforts to balance my work and personal life.	76	10	83	7
2	I am given the responsibility and freedom to do my job.	72	10	83	5
*61	My department creates a work environment where employees feel comfortable expressing themselves regardless of race, class or culture differences.	71	13	-	-

Statements are sorted by highest **positive** response.

Top Ten Statements

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
25	Overall, my department is a good place to work.	70	10	81	6
3	My supervisor/department chair makes his/her expectations clear.	70	15	75	10
1	My job makes good use of my skills and abilities.	68	11	80	5
36	I am proud to be part of this institution.	67	8	80	5
15	My supervisor/department chair regularly models this institution's values.	66	14	77	9

Statements are sorted by highest **positive** response.

Strengths

- Job Fit, Autonomy & Connection to Mission
- Benefits & Work/Life Balance
- Supervisor/Department Chair Competencies
- Commitment to Diversity, Equity & Inclusion

Job Fit, Autonomy & Connection to Mission

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
1	My job makes good use of my skills and abilities.	68	11	80	5
2	I am given the responsibility and freedom to do my job.	72	10	83	5
5	I understand how my job contributes to this institution's mission.	85	4	90	3
36	I am proud to be part of this institution.	67	8	80	5

Benefits & Work/Life Balance

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
34	This institution's benefits meet my needs.	64	11	74	10
47	My supervisor/department chair supports my efforts to balance my work and personal life.	76	10	83	7
53	This institution's policies and practices give me the flexibility to manage my work and personal life.	61	15	75	9

Supervisor/Department Chair Competencies

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
24	I have a good relationship with my supervisor/department chair.	79	8	84	6
3	My supervisor/department chair makes his/her expectations clear.	70	15	75	10
12	I believe what I am told by my supervisor/department chair.	61	15	76	8
19	My supervisor/department chair is consistent and fair.	65	15	74	11
20	My supervisor/department chair actively solicits my suggestions and ideas.	65	15	73	11

Commitment to Diversity, Equity & Inclusion

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	66	14	70	12
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	65	13	81	6
54	This institution has clear and effective procedures for dealing with discrimination.	65	12	74	9
*61	My department creates a work environment where employees feel comfortable expressing themselves regardless of race, class or culture differences.	71	13	-	-

Bottom Ten Statements

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
28	My department has adequate faculty/staff to achieve our goals.	32	46	41	36
58	There's a sense that we're all on the same team at this institution.	28	40	54	21
30	Our orientation program prepares new faculty, administration and staff to be effective.	37	37	54	20
57	This institution is well run.	34	35	60	15
*67	The leaders of this institution value people as their most important resource.	38	35	-	-

Statements are sorted by highest **negative** response.

Bottom Ten Statements

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
27	Senior leadership provides a clear direction for this institution's future.	37	34	57	19
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	37	34	61	17
16	Promotions in my department are based on a person's ability.	42	33	60	18
43	At this institution, we discuss and debate issues respectfully to get better results.	36	32	57	15
55	There is regular and open communication among faculty, administration and staff.	37	31	54	17

Statements are sorted by highest **negative** response.

Opportunities

- Resource Constraints
- Performance Management/Accountability
- Respect & Appreciation
- Communication & Collaboration
- Shared Governance
- Senior Leadership

Resource Constraints

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
4	I am provided the resources I need to be effective in my job.	48	25	59	15
28	My department has adequate faculty/staff to achieve our goals.	32	46	41	36
31	The facilities (e.g., classrooms, offices, laboratories) adequately meets my needs.	47	20	63	14
11	I am paid fairly for my work.	48	30	48	30

Performance Management/Accountability

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
17	Our review process accurately measures my job performance.	49	23	58	18
30	Our orientation program prepares new faculty, administration and staff to be effective.	37	37	54	20
18	Issues of low performance are addressed in my department.	44	28	51	23
16	Promotions in my department are based on a person's ability.	42	33	60	18

Performance Management/Accountability

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
*64	We are willing to confront difficult and sensitive issues.	45	23	-	-
*69	I am confident that concern about disrespect or unfair treatment will be handled appropriately.	45	30	-	-
*70	When disrespectful student behavior occurs, the University responds appropriately.	54	16	-	-

Respect & Appreciation

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
9	I am regularly recognized for my contributions.	43	29	57	19
35	Our recognition and awards programs are meaningful to me.	43	30	48	25
52	We celebrate significant milestones and important accomplishments at this institution.	50	15	71	8
*65	At this institution, people celebrate each other's successes and accomplishments as much as their own.	43	28	-	-

Respect & Appreciation

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
*62	My department supports a work environment where everyone is treated fairly regardless of titles or position.	64	20	-	-
*63	The atmosphere at this institution makes me feel like I am a valued member of this community.	48	24	-	-
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	37	34	61	17
*67	The leaders of this institution value people as their most important resource.	38	35	-	-
*68	The faculty values the contributions for staff.	58	15	-	-

Communication & Collaboration

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
8	When I offer a new idea, I believe it will be fully considered.	48	22	64	14
21	In my department, we communicate openly about issues that impact each other's work.	60	18	69	12
22	Changes that affect me are discussed prior to being implemented.	44	27	52	19
43	At this institution, we discuss and debate issues respectfully to get better results.	36	32	57	15
*66	In my unit, I am not inappropriately interrupted or "talked over" while I am speaking.	64	17	-	-

Communication & Collaboration

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
13	We have opportunities to contribute to important decisions in my department.	60	18	72	10
23	People in my department work well together.	61	15	74	8
26	I can count on people to cooperate across departments.	47	19	59	12
58	There's a sense that we're all on the same team at this institution.	28	40	54	21

Shared Governance

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
38	The role of faculty in shared governance is clearly stated and publicized.	40	30	63	15
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	50	22	70	10
42	Faculty, administration and staff are meaningfully involved in institutional planning.	38	29	56	16
46	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	44	23	67	10
55	There is regular and open communication among faculty, administration and staff.	37	31	54	17

Senior Leadership

Survey Statement		2018 NJCU Overall % Positive	2018 NJCU Overall % Negative	2018 Carnegie Overall % Positive	2018 Carnegie Overall % Negative
27	Senior leadership provides a clear direction for this institution's future.	37	34	57	19
41	Senior leadership communicates openly about important matters.	38	31	56	18
32	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	46	25	66	13
48	Senior leadership regularly models this institution's values.	46	25	69	11
56	I believe what I am told by senior leadership.	40	30	61	16

Next Steps

2018 Survey Recommendations

1. Communicate a high level summary of the survey results to appropriate leadership groups and to the NJCU community as a whole.
2. Capitalize on linkages to existing ongoing initiatives (e.g. Strategic Planning, Accreditation Self-Study).
3. Consider introducing formal mechanisms/processes to enhance Senior Leadership visibility, interaction and relationship with the goals of fostering a greater sense of connection to and confidence in Senior Leadership.
4. Review existing communication structures, processes, and norms to better determine what is currently working well and how best to strengthen the quality of communication and dialogue.
5. Review and address fairness concerns regarding performance management processes and accountability. Ensure systems and processes related to ensuring fair treatment are current and consistently communicated.

Additional Resources

Richard K. Boyer

rboyer@modernthink.com

302.764.4477

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.***

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
- ***Supervisor/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
- ***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



NJCU

NEW JERSEY CITY UNIVERSITY