



COLLEGE *of*
CHARLESTON

2019 Workplace & Campus Culture Survey

Richard K. Boyer
January 10, 2020

ModernThink

Surveys as Strategic Tools

- Mission/Vision/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

Survey Overview

Methodology:

- Online survey administered:
September 16 – 30, 2019

Response Rates:

- 2019 Overall Response rate:
2071/966 – 47%

Benchmarks:

- 2019 Carnegie - Masters

60

Survey statements on a 5-point
agreement scale

Additional statements on a 5-point
agreement scale

16

28

Benefit Satisfaction Questions on
a 5-point satisfaction scale

Open-ended Questions

3

5

Self-Selected Demographic
Questions



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% +	Exceptional – Very Good	< 10%
65 – 74%	Fair – Good	10 – 14%
55 – 64%	Yellow Flag	15 – 19%
45 – 54%	Red Flag	20 – 29%
< 45%	Acute	30% +



Response Rate by Pre-loaded Job Category

Pre-Loaded Job Category	Total	Responded	% Responded
All Employees	2071	966	47%
Permanent Staff (Exempt Staff)	476	315	66%
Faculty	555	335	60%
Permanent Staff (Non-Exempt Staff)	302	158	52%
Temporary Staff	223	66	30%
Adjunct Faculty	394	76	19%



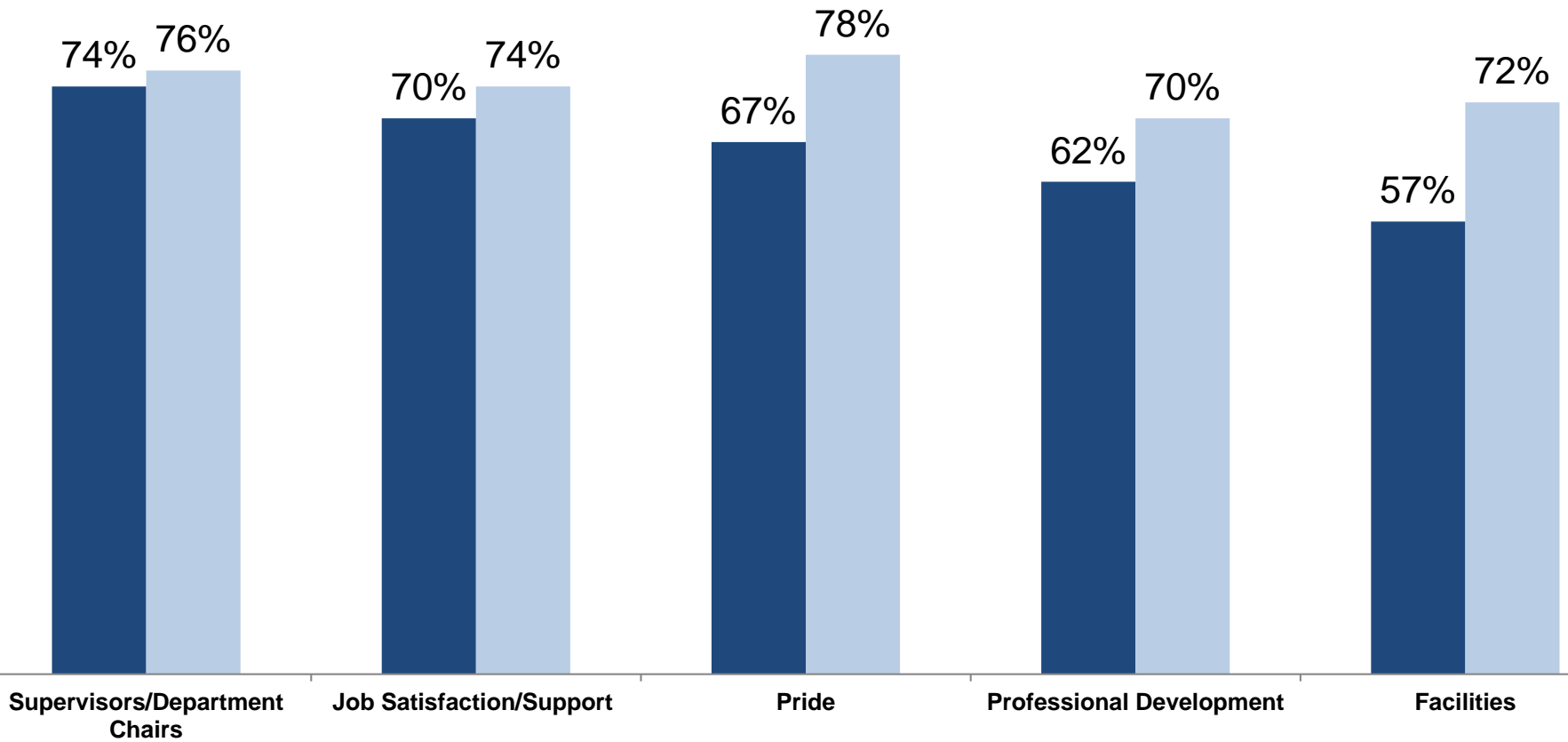
15 Core Survey Dimensions

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



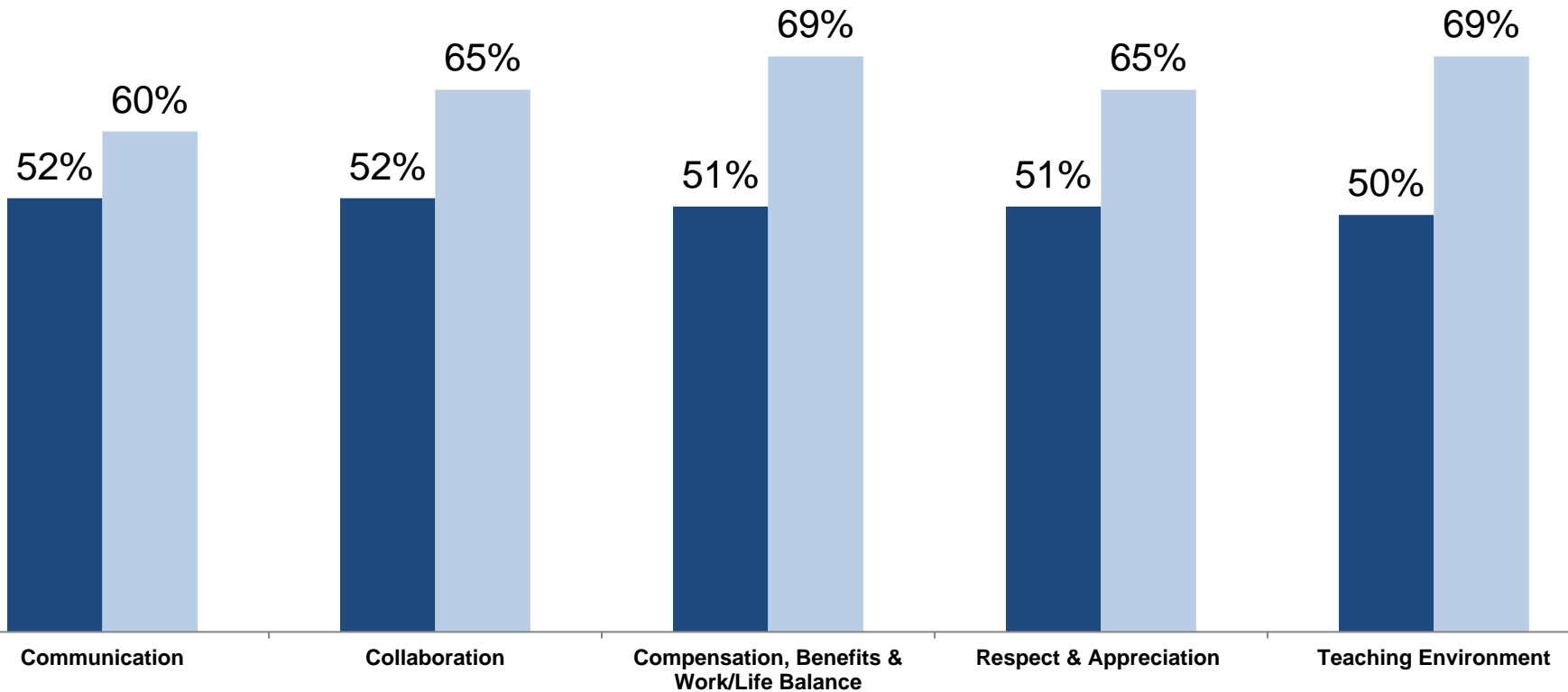
Dimensions (Overall % Positive)

■ 2019 CofC ■ Carnegie - Master's



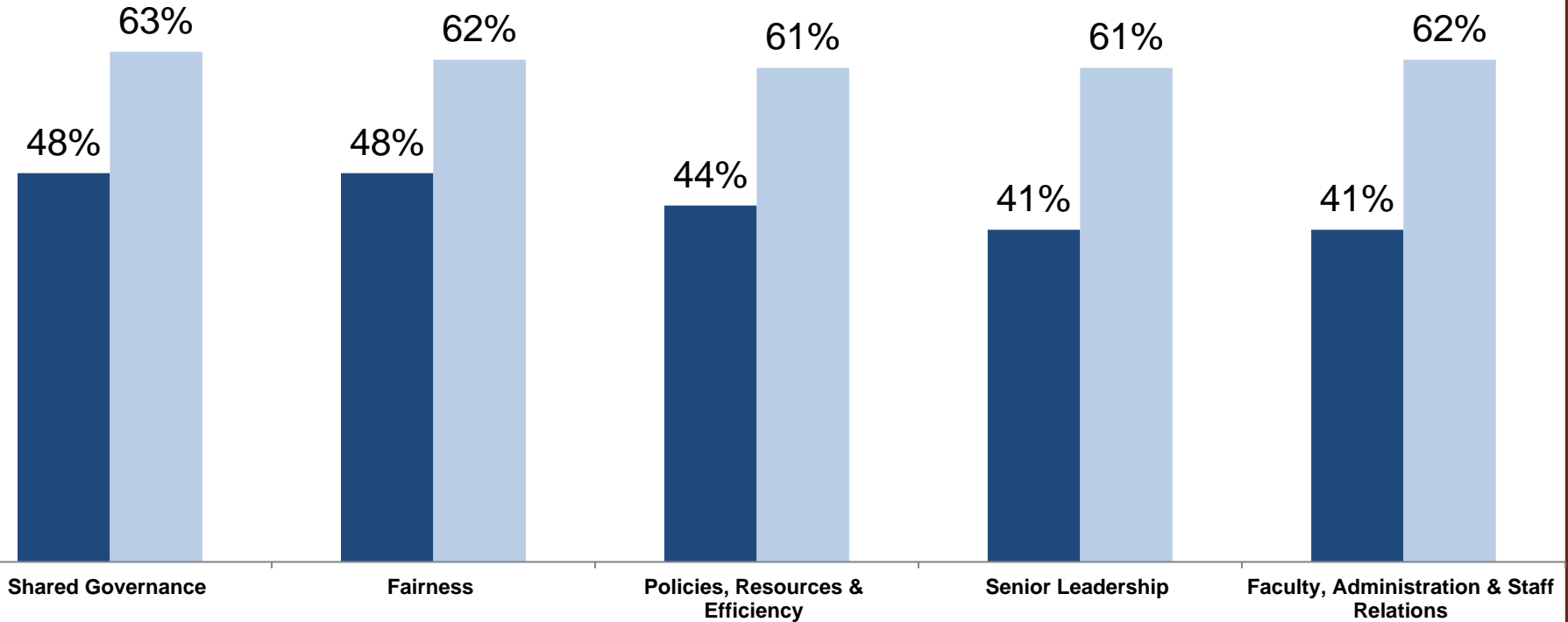
Dimensions (Overall % Positive)

■ 2019 CofC ■ Carnegie - Master's

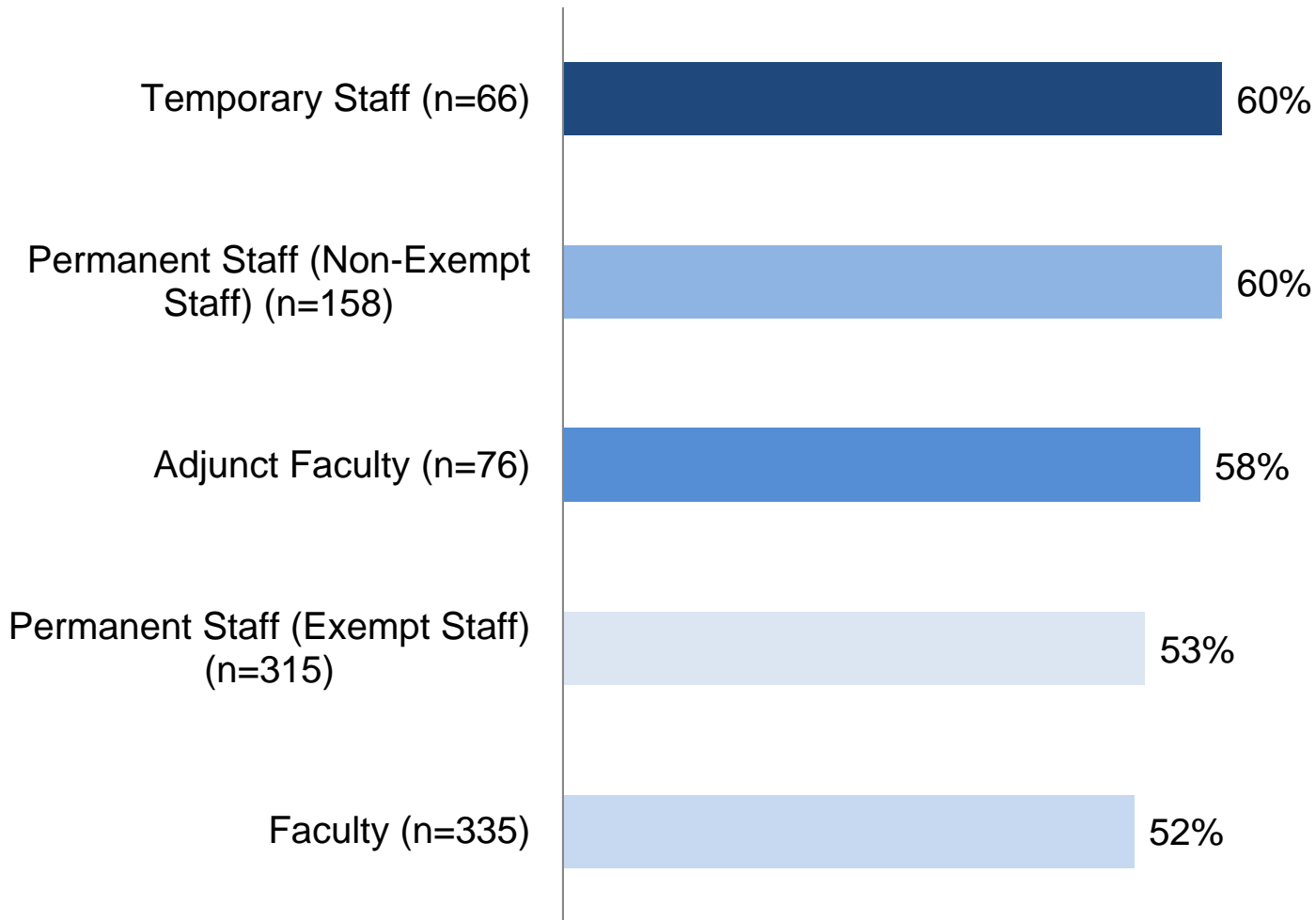


Dimensions (Overall % Positive)

■ 2019 CofC ■ Carnegie - Master's



Pre-loaded Job Category (Overall % Positive 1-60)



Barometer Statements

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
25	Overall, my department is a good place to work.	78	7	82	6
60	All things considered, this is a great place to work.	58	10	73	9
59	This institution's culture is special - something you don't find just anywhere.	44	24	68	14
57	This institution is well run.	28	31	59	16



Top Ten Statements

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
5	I understand how my job contributes to this institution's mission.	87	4	89	3
24	I have a good relationship with my supervisor/department chair.	84	5	84	6
*71	The College should prioritize building stronger partnerships within the community (e.g., with local business, government, educational institutions).	83	2	*	*
*69	The College should dedicate more resources to increase retention and support student success.	83	4	*	*
2	I am given the responsibility and freedom to do my job.	82	5	82	5

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

*Benchmark not available for custom statements.

Top Ten Statements

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
47	My supervisor/department chair supports my efforts to balance my work and personal life.	79	8	83	7
25	Overall, my department is a good place to work.	78	7	82	6
3	My supervisor/department chair makes his/her expectations clear.	77	10	74	10
1	My job makes good use of my skills and abilities.	76	5	80	5
15	My supervisor/department chair regularly models this institution's values.	76	8	79	8

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



Strengths

- Job Fit, Autonomy & Pride
- Work/Life Balance & Safe Environment
- Supervisor/Department Chair Competencies

Job Fit, Autonomy & Pride

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
1	My job makes good use of my skills and abilities.	76	5	80	5
2	I am given the responsibility and freedom to do my job.	82	5	82	5
5	I understand how my job contributes to this institution's mission.	87	4	89	3
36	I am proud to be part of this institution.	70	7	78	6

Work/Life Balance & Safe Environment

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
47	My supervisor/department chair supports my efforts to balance my work and personal life.	79	8	83	7
53	This institution's policies and practices give me the flexibility to manage my work and personal life.	61	16	74	9
29	The institution takes reasonable steps to provide a safe and secure environment for the campus.	69	10	81	6

Supervisor/Department Chair Competencies

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
3	My supervisor/department chair makes his/her expectations clear.	77	10	74	10
12	I believe what I am told by my supervisor/department chair.	72	9	75	9
15	My supervisor/department chair regularly models this institution's values.	76	8	79	8
19	My supervisor/department chair is consistent and fair.	72	12	75	11
20	My supervisor/department chair actively solicits my suggestions and ideas.	71	12	74	11

Opportunities



“Knowing your weaknesses is as important as knowing your strengths.”



Bottom Ten Statements

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
*73	Budget allocation decisions at the College are transparent to faculty and staff.	11	65	*	*
*74	Compensation is based on objective, market-related criteria.	10	63	*	*
11	I am paid fairly for my work.	24	54	46	32
28	My department has adequate faculty/staff to achieve our goals.	34	42	41	35
35	Our recognition and awards programs are meaningful to me.	31	38	48	26

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

*Benchmark not available for custom statements.



Bottom Ten Statements

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
58	There's a sense that we're all on the same team at this institution.	30	37	54	21
*62	The College should grow enrollment.	41	35	*	*
27	Senior leadership provides a clear direction for this institution's future.	33	34	57	20
57	This institution is well run.	28	31	59	16
18	Issues of low performance are addressed in my department.	40	30	52	22

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

*Benchmark not available for custom statements.



Opportunities

- Resource Constraints
- Performance Management & Accountability
- Communication, Collaboration & Shared Governance
- Senior Leadership
- Strategic Direction
- Respect & Appreciation
- Diversity, Equity & Inclusion

Resource Constraints – Compensation, Benefits & Staffing

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
4	I am provided the resources I need to be effective in my job.	52	17	59	15
11	I am paid fairly for my work.	24	54	46	32
*74	Compensation is based on objective, market-related criteria.	10	63	*	*
34	This institution's benefits meet my needs.	40	27	73	11
28	My department has adequate faculty/staff to achieve our goals.	34	42	41	35

*Benchmark not available for custom statements.



Performance Management & Accountability

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
30	Our orientation program prepares new faculty, administration and staff to be effective.	40	25	55	19
17	Our review process accurately measures my job performance.	51	22	58	19
18	Issues of low performance are addressed in my department.	40	30	52	22
16	Promotions in my department are based on a person's ability.	51	24	59	20

Communication

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
8	When I offer a new idea, I believe it will be fully considered.	62	15	65	14
21	In my department, we communicate openly about issues that impact each other's work.	62	16	69	12
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	60	19	64	16
22	Changes that affect me are discussed prior to being implemented.	46	22	50	21
43	At this institution, we discuss and debate issues respectfully to get better results.	38	21	56	16

Collaboration

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
13	We have opportunities to contribute to important decisions in my department.	64	14	71	11
23	People in my department work well together.	68	10	75	7
26	I can count on people to cooperate across departments.	47	15	59	12
46	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	48	13	68	9
58	There's a sense that we're all on the same team at this institution.	30	37	54	21

Shared Governance

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
38	The role of faculty in shared governance is clearly stated and publicized.	50	22	64	15
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	56	16	71	11
42	Faculty, administration and staff are meaningfully involved in institutional planning.	37	26	54	18
55	There is regular and open communication among faculty, administration and staff.	33	27	55	17

Senior Leadership's Influence

“Trust in executives can have more than twice the impact on engagement levels than trust in immediate managers does. However, consistent with past studies, employees are more likely to trust their immediate managers than the executives in their organization.”

*“As an executive, you have significant impact on the engagement levels of people you rarely see – or may have never met. You need to speak with passion about engagement and business results, but if you don’t have the trust of the workforce your message will be lost or twisted. Communication needs to be a priority – in frequency, appropriateness, and depth (the “what” and “why”). **You also must be diligent in holding yourself and your peers accountable for building a culture that fuels high performance and engagement.**”*

Blessing White’s Annual Engagement Report



Senior Leadership

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
32	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	47	18	66	13
48	Senior leadership regularly models this institution's values.	49	18	69	12
27	Senior leadership provides a clear direction for this institution's future.	33	34	57	20
41	Senior leadership communicates openly about important matters.	39	24	55	19
56	I believe what I am told by senior leadership.	42	23	61	16



Strategic Direction

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative
61	The College's current enrollment size is just right.	42	30
62	The College should grow enrollment.	41	35
63	The College should be more selective and increase its admission standards.	64	11
64	It is our responsibility to serve in-state students and increase the diversity of our student body, even if it means adjusting our admission standards.	42	26
65	It is possible to add professional programs that are in high demand by students and the regional economy while maintaining the College's strong liberal arts identity.	74	10

Strategic Direction

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative
66	The College should consider adding select professional doctoral or PhD programs.	61	22
67	The College should remain a "regional" university and strive to be the best in that category. (As defined by US World & News Report)	46	25
68	The College should strive to be recognized and ranked as a "national" university. (As defined by US World & News Report)	55	19
69	The College should dedicate more resources to increase retention and support student success.	83	4

Strategic Direction

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative
70	Preparing students to be employable after graduation is the number one student success outcome.	59	17
71	The College should prioritize building stronger partnerships within the community (e.g., with local business, government, educational institutions).	83	2
72	Department and school performance should inform budget allocation decisions.	49	15
73	Budget allocation decisions at the College are transparent to faculty and staff.	11	65

Respect & Appreciation

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
9	I am regularly recognized for my contributions.	49	23	57	19
35	Our recognition and awards programs are meaningful to me.	31	38	48	26
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	38	29	60	18
52	We celebrate significant milestones and important accomplishments at this institution.	57	12	72	9

Diversity, Equity & Inclusion

Survey Statement		2019 CofC Overall % Positive	2019 CofC Overall % Negative	2019 Carnegie Master's % Positive	2019 Carnegie Master's % Negative
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	46	25	69	12
*75	Management demonstrates a commitment to valuing diversity.	44	20	*	*
*76	There is leadership on my campus that visibly supports gender identity/gender expression issues and concerns.	64	11	*	*
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	65	9	82	6
54	This institution has clear and effective procedures for dealing with discrimination.	49	20	73	10

*Benchmark not available for custom statements.



ModernThink Recommendations

1. Communicate a high level summary of the survey results to appropriate leadership groups and to the College community as a whole.
2. 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.
3. Review and address fairness concerns regarding performance management processes and accountability. Ensure systems and processes related to ensuring fair treatment are up-to-date and consistently communicated.
4. Consider introducing formal mechanisms/processes to enhance Senior Leadership visibility, interaction and relationship with the goals of fostering a greater sense of confidence in the credibility/alignment of leadership and the experience of shared governance.
5. Consider an intentional focus on specifically defining and articulating the unique value proposition (employment brand) of the College so that faculty and staff have a greater sense of alignment and shared culture.

Questions/Discussion



Additional Questions

Richard K. Boyer
rboyer@modernthink.com
302.764.4477

