



California State University  
SAN MARCOS

# **2014 Great Colleges Survey**

## **ACADEMIC AFFAIRS**

### **Overview and Results**

**ModernThink**

# Survey Overview

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## **Survey Instrument**

- 60 core belief statements
- 12 additional statements
- 17 item benefits satisfaction component
- 12 demographic questions
- 3 open-ended questions

## **Methodology**

- Online survey administered March 31, 2014 – April 15, 2014

## **Response Rates**

- Overall response rate: 35% - 468/1344
- Oversampled response rate: 42%

## **Benchmark**

- 2014 Honor Roll >10,000 Enrollment - Great Colleges to Work For Program

# 15 Core Survey Dimensions

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

# Guidelines for Positive Responses

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Guideline Score	Description
75%+	Exceptional
65% - 74%	Good – Very Good
55% - 64%	Fair
45% - 54%	Yellow Flag
< 45%	Red Flag

Response Scale:

Strongly Agree; Agree; Sometimes Agree/Sometimes Disagree; Disagree; Strongly Disagree; Not Applicable

Positive Response - **Strongly Agree & Agree**

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# Guidelines for Negative Responses

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Guideline Score	Description
< 10%	Excellent – Very Good
10% - 14%	Fair - Good
15% - 19%	Yellow Flag
20% - 29%	Red Flag
30%+	Acute

Response Scale:

Strongly Agree; Agree; Sometimes Agree/Sometimes Disagree; Disagree; Strongly Disagree; Not Applicable

Negative Response - [Strongly Disagree & Disagree](#)

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# Overarching Themes

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- Faculty and staff report a strong sense of connection to and pride in the mission of the University. There is also a heightened sense of enthusiasm given the youth and growth of the institution.
- Faculty and staff very much appreciate the ability to make a difference in the lives of students and in the community/region. Similarly, they appreciate the commitment to being a diverse and inclusive community.
- Faculty and staff report high degrees of job fit and appreciate the flexibility and autonomy they have as well as the benefits and the support for work/life balance.
- Faculty and Staff report having good relationships with and high regard for their supervisors and senior leaders. They also report a need for greater consistency and enhanced managerial/leadership skills, specifically those regarding communication, performance management and accountability.
- While there is a strong sense of community within many departments, the strength of that camaraderie does not consistently translate to strong cross-functional collaboration or a sense of alignment across the University.

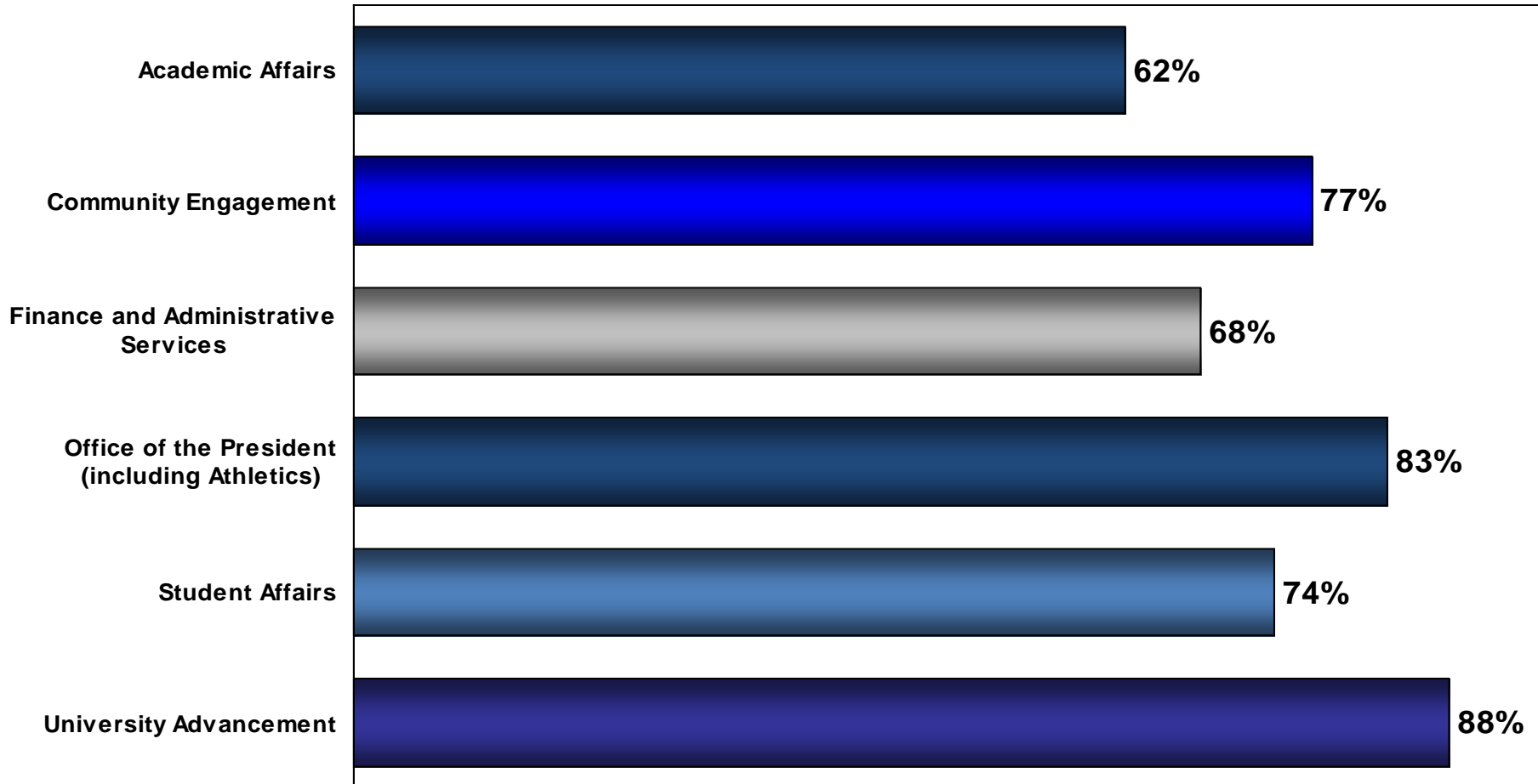
# Overarching Themes

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- Resource constraints particularly those regarding staffing and compensation are pain points for many faculty and staff.
- Faculty and staff would like to see greater communication from and with senior leadership, as well as a greater sense of alignment across senior leadership.
- Both faculty and staff express a need for improved communications. There is a desire for more transparency regarding the rationale with which decisions are made and an interest in greater participation in those decisions which directly impact their work.
- Staff express a desire for additional training, professional development and career opportunities.
- For many, there are concerns regarding accountability, especially as related to the consistency of policies/processes and addressing performance issues and conflict.

# Division (Overall % Positive)

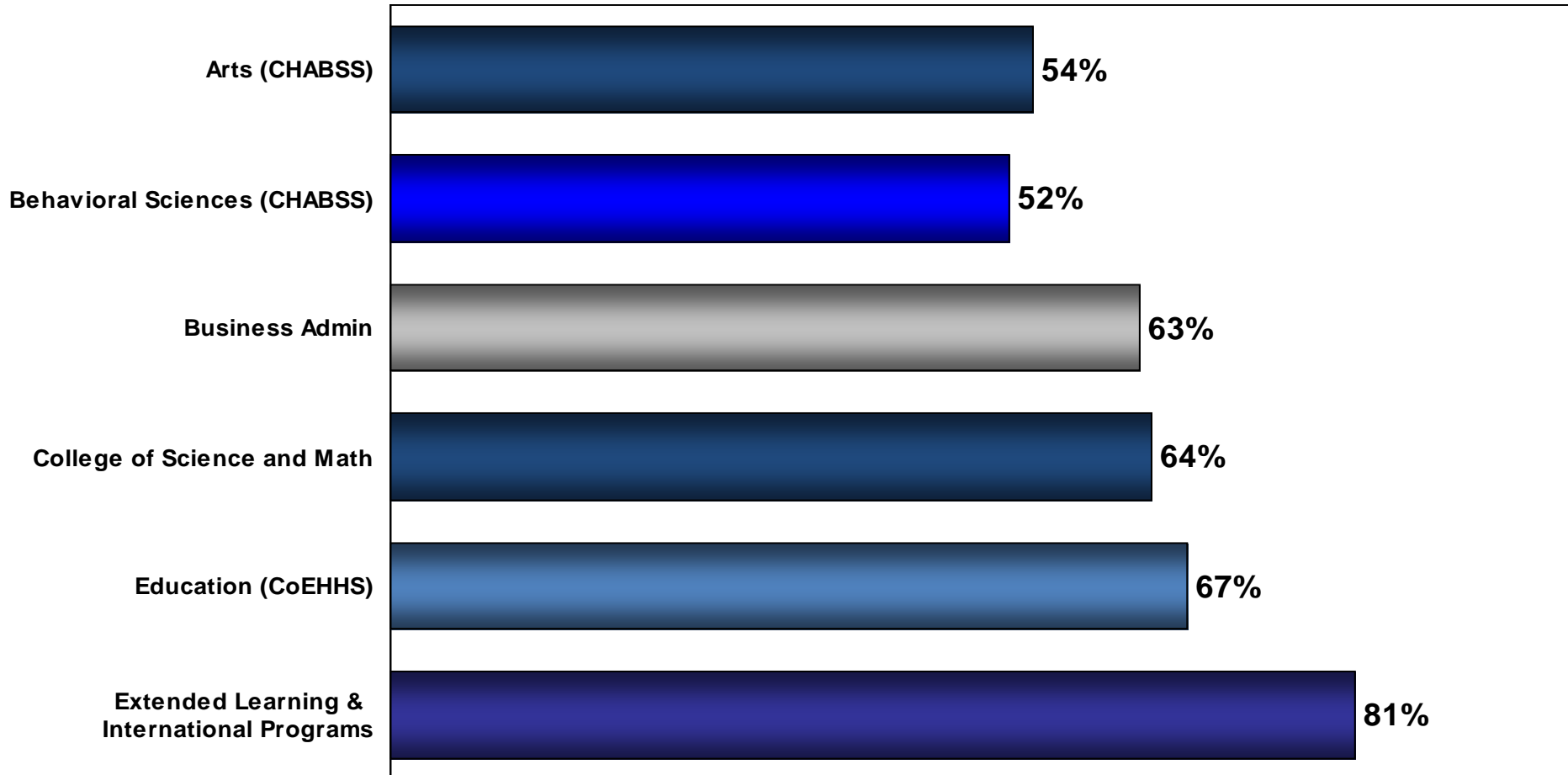
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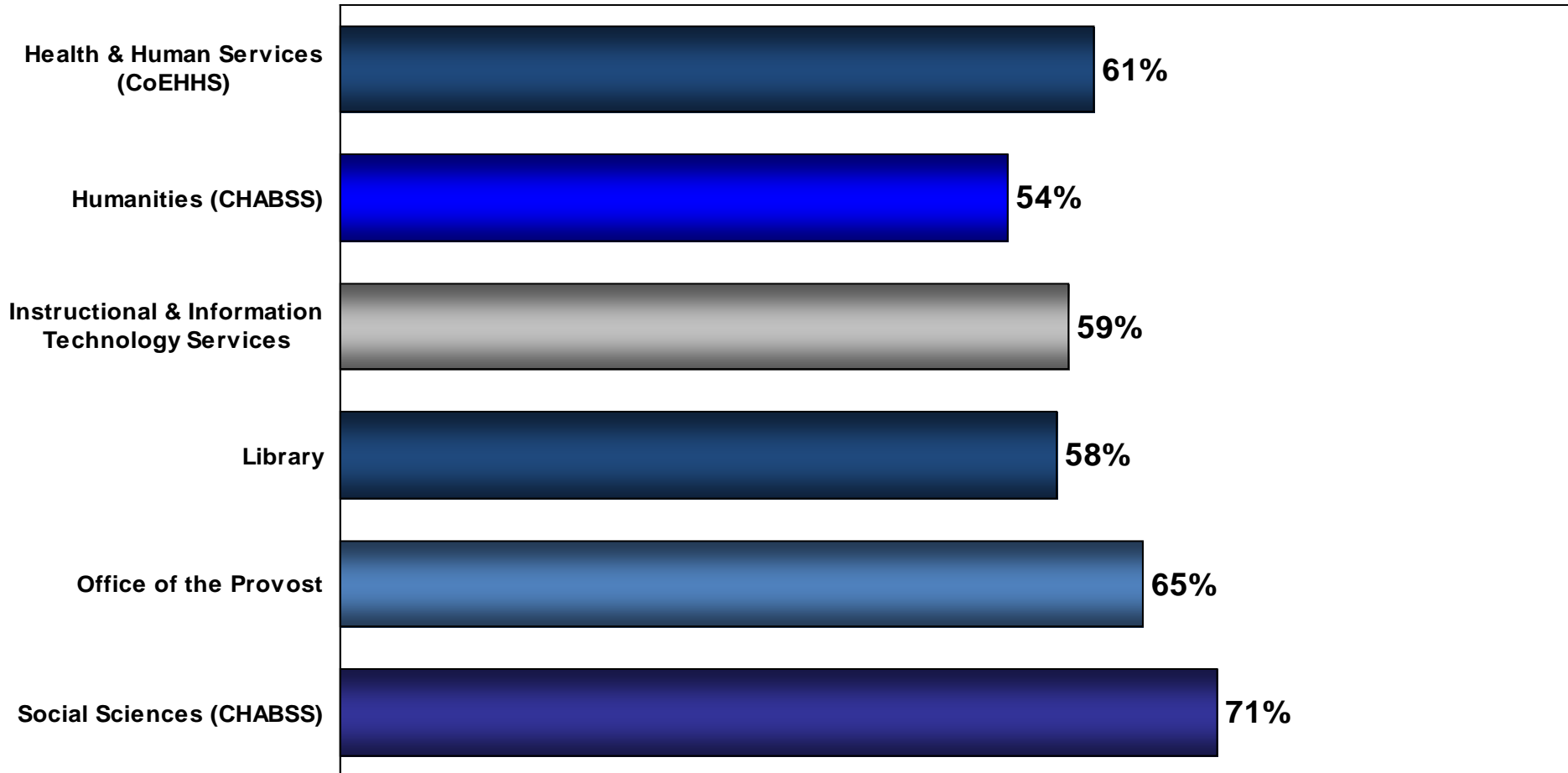
# Academic Affairs (Overall % Positive)

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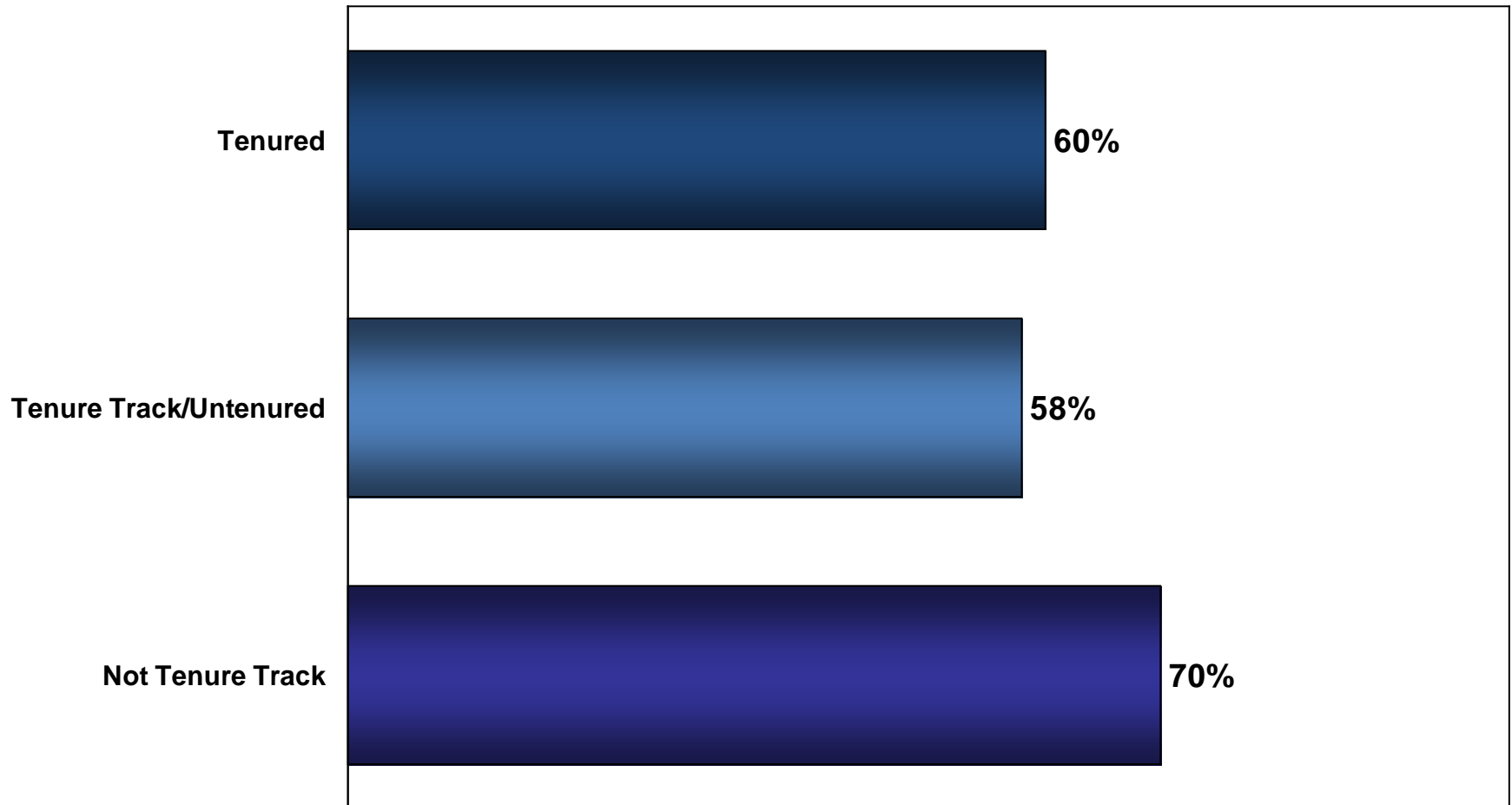
# Academic Affairs *cont.* (Overall % Positive)

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# Tenure Status (Overall % Positive)

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# Barometer Statements by Job Category

Survey Statement		CSUSM Overall Results (% Positive)	Academic Affairs (%Positive)	Honor Roll Benchmark (%Positive)
25	Overall, my department is a good place to work.	82	79	84
60	All things considered, this is a great place to work.	81	73	84
59	This institution's culture is special - something you don't find just anywhere.	68	60	80
36	I am proud to be part of this institution.	87	79	87

# Top Ten Statements

Survey Statement		Academic Affairs (%Positive)	Academic Affairs (%Negative)	CSUSM Overall results (% Positive)	CSUSM Overall results (% Negative)	2014 Honor Roll Benchmark >10,000 (% Positive)
5	I understand how my job contributes to this institution's mission.	87	2	90	3	92
49	This institution actively contributes to the community.	85	2	89	1	90
24	I have a good relationship with my supervisor/department chair.	85	6	84	5	86
68	We are good citizens/stewards in our local community.	82	1	87	1	-
2	I am given the responsibility and freedom to do my job.	79	5	84	4	85

# Top Ten Statements

Survey Statement	Academic Affairs (%Positive)	Academic Affairs (%Negative)	CSUSM Overall results (% Positive)	CSUSM Overall results (% Negative)	2014 Honor Roll Benchmark >10,000 (% Positive)
36 I am proud to be part of this institution.	79	5	87	3	87
72 I find personal meaning and fulfillment in my work.	79	6	81	4	-
61 People at CSUSM understand and value the benefits of a diverse workforce.	79	7	83	4	-
25 Overall, my department is a good place to work.	79	8	82	6	84
29 The institution takes reasonable steps to provide a safe and secure environment for the campus.	78	5	85	3	91

# Bottom Ten Statements

Survey Statement	Academic Affairs (%Positive)	Academic Affairs (%Negative)	CSUSM Overall results (% Positive)	CSUSM Overall results (% Negative)	2014 Honor Roll Benchmark >10,000 (% Positive)
28 My department has adequate faculty/staff to achieve our goals.	25	47	31	37	55
11 I am paid fairly for my work.	26	53	30	49	62
18 Issues of low performance are addressed in my department.	39	36	45	28	59
35 Our recognition and awards programs are meaningful to me.	40	32	50	23	61
42 Faculty, administration and staff are meaningfully involved in institutional planning.	42	19	54	12	69

# Bottom Ten Statements

Survey Statement	Academic Affairs (%Positive)	Academic Affairs (%Negative)	CSUSM Overall results (% Positive)	CSUSM Overall results (% Negative)	2014 Honor Roll Benchmark >10,000 (% Positive)
16 Promotions in my department are based on a person's ability.	44	32	46	28	67
56 I believe what I am told by senior leadership.	44	19	58	12	75
55 There is regular and open communication among faculty, administration and staff.	44	19	53	14	71
22 Changes that affect me are discussed prior to being implemented.	46	22	50	20	58
41 Senior leadership communicates openly about important matters.	48	21	56	14	71



# 15 Core Dimensions

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- ***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
- ***Career Development, Research & Scholarship*** – 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*** – captures information about the perceived fairness of compensation and the effectiveness of the benefits offered
- ***Facilities & Security*** – provides insight into the reported satisfaction with physical workspace, overall campus appearance and confidence in experiencing a safe and secure environment

# 15 Core Dimensions

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- ***Policies, Resources & Efficiency*** – assesses the perceived effectiveness of various systems, policies and infrastructure
- ***Participation in College Governance*** – captures information about the perception of inclusion and cooperation as related to shared governance
- ***Connection to Institution & Pride*** – evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution
- ***Supervisor/Department Chair Relationship*** – provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies
- ***Confidence in 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 Dimensions

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- **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
- **Internal Communications** – 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