

# The Chronicle of Higher Education: Great Colleges To Work For 2017

All Administrative Professional Meeting

Eastern Michigan University

03/12/2018

# Agenda

1. Survey Review
2. Action Plan Review
3. Proposed Next Steps

# Survey Review

# Survey Overview

- Conducted Spring 2017
- Measured the extent to which employees are involved and engaged in the organization and the quality of the workplace experience
- The survey contained:
  - Sixty engagement statements utilizing a five-point agreement scale
  - Eighteen benefits satisfaction items
  - Fifteen demographic questions
  - Two open-ended questions

# Survey Dimensions

1. Job Satisfaction
2. Teaching Environment
3. Professional Development
4. Compensation, Benefits & Work/Life Balance
5. Facilities, Workspace & Security
6. Policies, Resources & Efficiency
7. Shared Governance
8. Pride
9. Supervisor/Department Chairs
10. Senior Leadership
11. Faculty, Administration & Staff Relations
12. Communication
13. Collaboration
14. Fairness
15. Respect & Appreciation

# From 2015 to 2017: Dimensions Overview

1. Job Satisfaction: Unchanged - remains "Good"
  2. Teaching Environment: Changed from "Good" to "Fair"
  3. Professional Development: Unchanged - remains "Good"
  4. Compensation, Benefits & Work/Life Balance: Changed from "Good" to "Fair"
  5. Facilities: Changed from "Good" to "Fair"
  6. Policies, Resources & Efficiency: Unchanged – remains "Fair"
  7. Shared Governance: Changed from "Warrants Attention" to "Poor"
  8. Pride: Unchanged – remains "Fair"
  9. Supervisor/Department Chairs: Unchanged – remains "Good"
  10. Senior Leadership: Unchanged – remains "Poor"
  11. Faculty, Administration & Staff Relations: Unchanged – remains "Poor"
  12. Communication: Unchanged – remains "Poor"
  13. Collaboration: Unchanged – remains "Warrants Attention"
  14. Fairness: Unchanged – remains "Warrants Attention"
  15. Respect & Appreciation: Changed from "Fair" to "Warrants Attention"
-  = Unchanged  
 = Changed

# Random Sample Size & Response Rate

	Total Population (IPEDS)	Survey Sample Size	Respondents	Response Rate
Administration* (AP)	233	57	27	47.4%
Full-time Instructor (FA & LE)	771	285	77	27.0%
Exempt Professional (AC, VF, AP & PE)	296	191	39	20.4%
Non-exempt Staff (AH, PT, CS, CA, FM, CP, & PS)	618	67	28	42.8%
Unspecified in response			16	
<b>Total</b>	<b>1,918</b>	<b>600</b>	<b>177</b>	<b>29.5%</b>

\* Represents Supervisory Through Upper Management Staff

CP = Campus Police  
 CS = Clerical/Secretarial  
 FA = Faculty  
 FM = Food Services Maintenance  
 LE = Full-time Lecturer

PS = Police Sergeant  
 PT = Professional Technical  
 PE = Professional Exempt  
 VF = Visiting Faculty



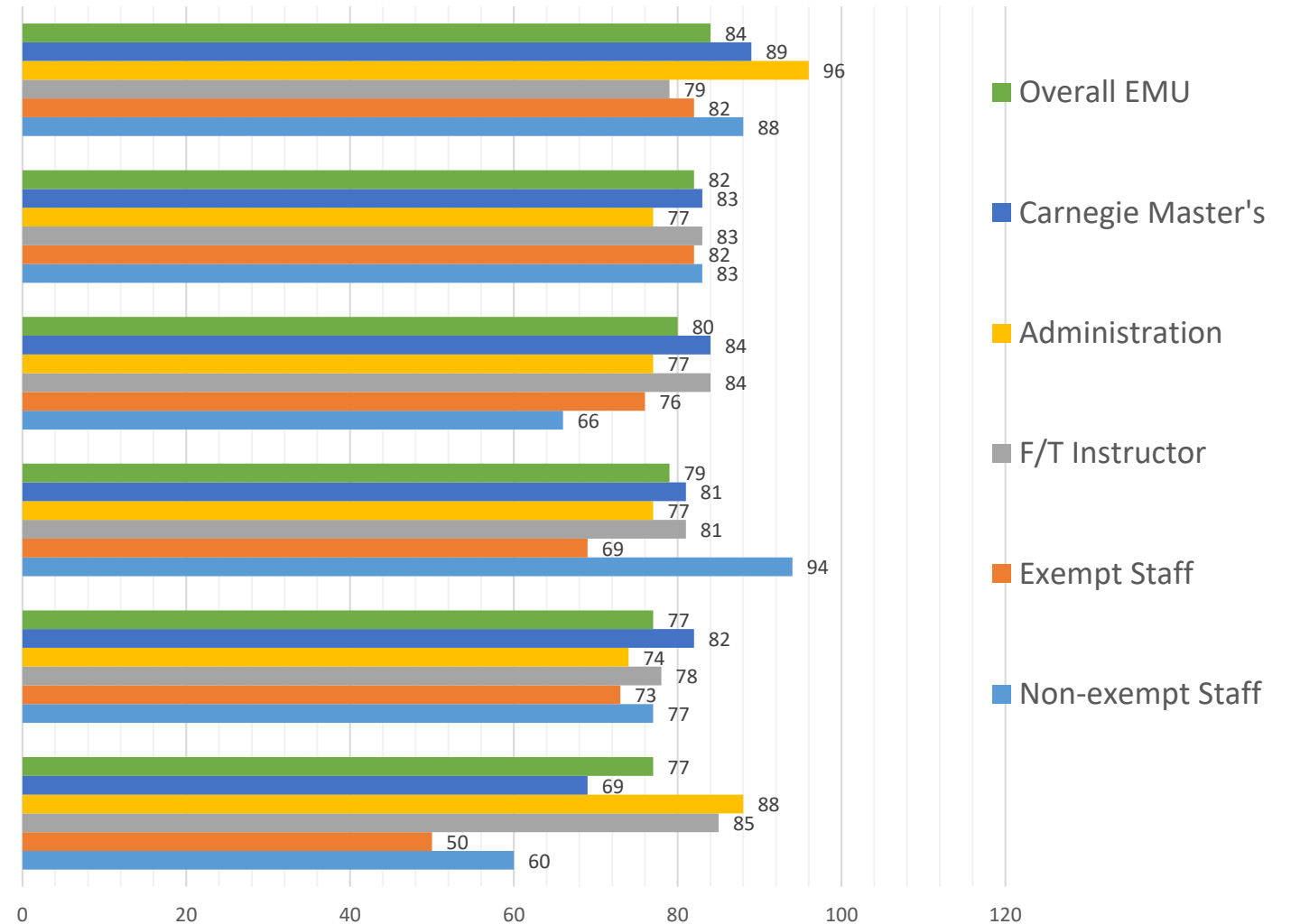
# Highest Performing Dimensions

- Compensation, Benefits & Work/Life Balance (68%)
  - I am paid fairly for my work.
  - This institution's benefits meet my needs.
  - My supervisor/department chair supports my efforts to balance my work and personal life.
  - This institution's policies and practices give me the flexibility to manage my work and personal life.
- Professional Development (66%)
  - I am given the opportunity to develop my skills at this institution.
  - I understand the necessary requirements to advance in my career.
- Job Satisfaction/Support and Supervisors/Department Chairs were tied at (65%)



# Six Highest Rated Statements

1. I understand how this job contributes to this institution's mission.
2. I am given the responsibility and freedom to do my job.
3. I have a good relationship with my supervisor/department.
4. At this institution, people are supportive of their colleagues regardless of their heritage or background.
5. My supervisor/department chair supports my efforts to balance my work and personal life.
6. Teaching is appropriately recognized in the evaluation and promotion process.



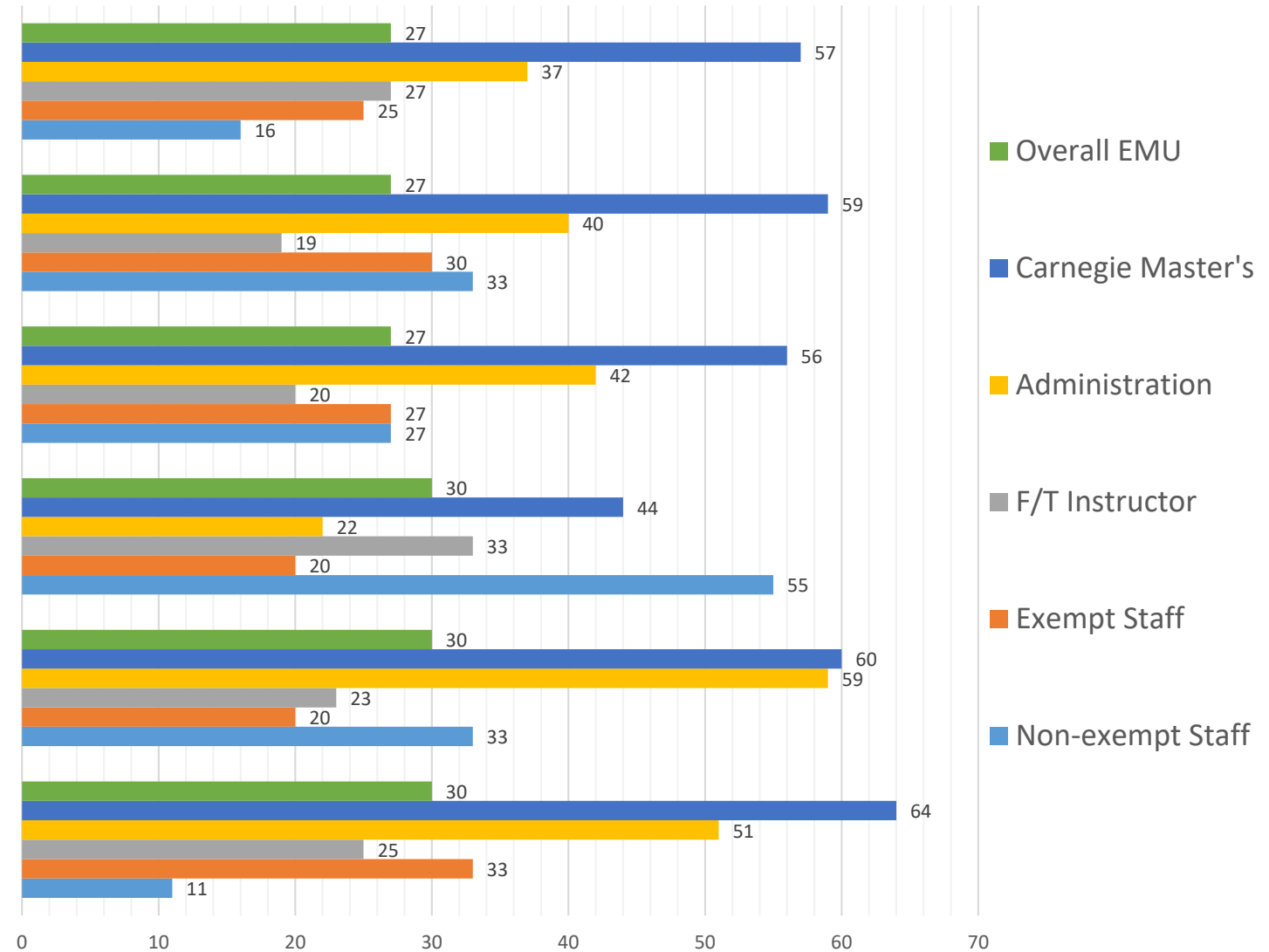
Note: The numbers represent the percentage of positive responses.

# Lowest Performing Dimensions

- **Senior Leadership (34%)**
  - Senior leadership provides a clear direction for this institution's future.
  - Our senior leadership has the knowledge, skills and experience necessary for institutional success.
  - Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.
  - Senior leadership communicates openly about important matters.
  - Senior leadership regularly models this institution's values.
  - I believe what I am told by senior leadership.
- **Faculty, Administration & Staff Relations (38%)**
  - Faculty, administration and staff work together to ensure the success of institution programs and initiatives.
  - There is regular and open communication among faculty, administration and staff.
- **Shared Governance (40%)**
  - The role of faculty in shared governance is clearly stated and publicized.
  - Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).
  - Faculty, administration and staff are meaningfully involved in institutional planning.

# Six Lowest Rated Statements

1. There's a sense that we're all on the same team at this institution .
2. Senior leadership communicates openly about the important matters.
3. Faculty, administration, and staff are meaningfully involved in institutional planning.
4. My department has adequate faculty/staff to achieve our goals.
5. Senior Leadership provides a clear direction for this institution's future.
6. This institution is well run.



*Note: The numbers represent the percentage of positive responses.*

# Employee Comments (Qualitative Data)

























# About the Employee Comments

Two open-ended questions were asked:

1. What do you appreciate most about working at this institution?
2. What would make this institution a better place to work?

# What do you appreciate most about working in this institution?





























- Overall, people appreciated their relationship with colleagues the most (n=74)
  - Having a student centered university was second most appreciated (n=64)
- Diversity was scored as the lowest appreciation factor (n=11)

Common Themes	Administration	Faculty	Exempt Professional	Non-Exempt Staff
Collegiality	 12	 33	 22	 7
Freedom/Autonomy	 3	 15	 10	 3
Positive & Supportive Supervisors	 3	 7	 5	 1
Diversity	 2	 4	 0	 5
Student Centered	 9	 35	 10	 10
Benefits/Retirement	 4	 4	 6	 4

*Size of the icon represents the magnitude of counts of responses*

# What would make this institution a better place to work?

- People indicated leadership accessibility, openness, & transparency was the most desired to make EMU a better work place (n=63)
  - Second highest was increased communication (n=51)
- Opportunity for increased professional growth scored lowest (n=16)

Common Themes	Administration	Faculty	Exempt Professional	Non-Exempt Staff
Compensation, Benefits & Work/Life Balance	 4	 19	 8	 7
Collaboration	 9	 20	 12	 6
Communication	 7	 15	 20	 9
Leadership: Accessibility, Openness, & Transparency	 13	 30	 15	 5
Improved Student Centered Services	 5	 22	 9	 4
Increased Professional Growth	 1	 10	 2	 3
Updated Facilities	 2	 10	 4	 3

*Size of the icon represents the magnitude of counts of responses*

# Overall Conclusions

- **Lowest Performing Dimensions:**
  - Senior Leadership
    - Unclear directions for the institution's future
    - Being open about important issues
  - Faculty, Administration & Staff Relations
    - Faculty, administration and staff work together to ensure the success of institution programs and initiatives.
    - There is regular and open communication among faculty, administration and staff.



# Summary & Actionable Steps

- Solidify and deploy the 4 Strategic Themes from the Executive Council (EC) retreat
- Continue having an Executive Council member at every Onboarding session
- Continue with the Executive Panel at Foundations of Supervision
- Introduce a quarterly “New Hire” reception that provides a venue for strengthening the onboarding experience of new employees. All EMU staff and faculty will be invited to attend the one hour networking event.

# Additional Thought Provokers

- Implement a program where EC members sit at front desks in various colleges/functional units outside of their own division
- Arrange for Dr. Smith to engage in visits at various faculty/staff meetings
- Instill an office in the Student Center for the Provost (done)
- Continue with coffee chats with EC members but apply a different approach; instead of engaging in an open forum, target certain colleges/functional units
- Employ pulse surveys between now and the next GCTWF survey