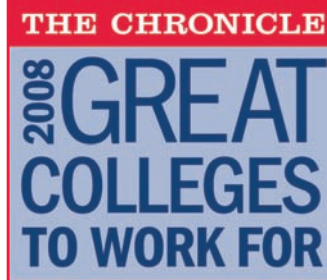


The Academic Workplace



Great Colleges to Work For 2008: How the Survey Was Conducted

The results of *The Chronicle of Higher Education's* survey of Great Colleges to Work For are based on responses from more than 15,000 administrators, faculty members, and staff members at 89 colleges and universities.

The assessment process, which also included an analysis of demographic data and workplace policies at each participating college or university, was administered by ModernThink LLC, a human-resources-consulting firm that has conducted many "Best Places to Work" surveys for various groups.

The Chronicle and ModernThink worked with a panel of higher-education experts to design the questionnaires, which were administered online in March and April 2008.

Participating institutions fall into one of five classifications by the Carnegie Foundation for the Advancement of Teaching: research universities with "very high" research activity; those with "high" research activity; doctoral/research universities; master's colleges and universities; and baccalaureate colleges—arts and sciences.

Each was asked to submit a list of employees randomly selected across three categories: administration, faculty, and professional support staff. The sample size, either 400 or 600, was based on the number of employees in those categories. Of the more than 15,000 respondents, 4,003 identified themselves as administrators, 5,840 as faculty members, and 4,262 as professional support-staff members. All were asked to respond to 70 statements using a five-point scale. The questionnaire also asked respondents to rate their satisfaction with 15 different benefits; respond to two open-ended questions; and answer 14 demographic questions relating to gender, age, ethnicity, marital status, salary, tenure status, and other job issues. ModernThink's survey is based on an assessment tool used in over 55 "Best Places to Work" programs with more than 4,000 organizations.

Meet the Panelists:

Michael Baer, vice president and director, Isaacson, Miller, an executive-search firm

Richard K. Boyer, principal, ModernThink

Lynette Chappell-Williams, director, Office of Workforce Diversity, Equity and Life Quality, Cornell University

Marjorie Hass, provost, Muhlenberg College

Gary A. Olson, dean, College of Arts and Sciences, Illinois State University

Julie Miller Vick, senior associate director, Career Services, University of Pennsylvania

Healthy Faculty-Administration Relations

Senior leadership communicates with and respects faculty members

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Emory U.
Hastings College	Canisius College	George Mason U.
Juniata College	Drake U.	Stanford U.
Niagara U.	U. of North Carolina at Greensboro	U. of Kansas
Oklahoma City U.	Webster U.	U. of Michigan at Ann Arbor

Institutions are listed in alphabetical order.

Collaborative Governance

Faculty members are appropriately involved in decisions related to academic programs

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Clemson U.
Hastings College	Canisius College	Stanford U.
Juniata College	Drake U.	State U. of New York at Buffalo
Niagara U.	Southeastern Louisiana U.	U. of Kansas
Oklahoma City U.	U. of North Carolina at Greensboro	U. of Michigan at Ann Arbor

Institutions are listed in alphabetical order.

Career Development, Research, and Scholarship

Faculty members say adequate time is given for scholarly pursuits

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Cornell U.
College of Saint Rose	Canisius College	Stanford U.
Millsaps College	Drake U.	State U. of New York at Buffalo
Oklahoma City U.	Southeastern Louisiana U.	U. of Louisville
Regent U.	U. of Central Oklahoma	U. of Michigan at Ann Arbor

Institutions are listed in alphabetical order.



Supervisor or Department Chair Relationship

Supervisor makes expectations clear and solicits ideas

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Millsaps College	Bentley College	Duke U.
Niagra U.	Canisius College	Emory U.
Oklahoma City U.	Muhlenberg College	George Mason U.
Pacific U.	Southeastern Louisiana U.	Stanford U.
Regent U.	Webster U.	U. of Kansas

Institutions are listed in alphabetical order.

Perception & Confidence in Fair Treatment

Confidence in fair treatment, particularly regarding compensation and performance

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Emory U.
Juniata College	Canisius College	George Mason U.
Niagra U.	Southeastern Louisiana U.	Stanford U.
Oklahoma City U.	U. of West Florida	U. of Kansas
Regent U.	Webster U.	U. of Louisville

Institutions are listed in alphabetical order.

Confidence in Senior Leadership

Leaders have the knowledge, skills, and experience necessary for institutional success

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Canisius College	Emory U.
Juniata College	Drake U.	Ohio State U.
Lindenwood U.	Indiana Wesleyan U.	Stanford U.
Niagara U.	Southeastern Louisiana U.	U. of Louisville
Oklahoma City U.	U. of North Carolina at Greensboro	U. of Michigan at Ann Arbor

Institutions are listed in alphabetical order.

Great Colleges to Work For Demographics of Survey

More than 15,000 employees at 89 higher-education institutions in the Great Colleges to Work For survey

Age	
Less than 25 years	1.6%
25-29 years	6.9
30-34 years	9.7
35-39 years	11.3
40-44 years	11.3
45-49 years	12.7
50-54 years	13.6
55-59 years	12.9
60-64 years	8.0
65 years or more	3.0
No response	1.1
Declined to answer	7.9

Gender	
Male	41.5%
Female	50.9
No response	1.0
Declined to answer	6.6

Ethnicity	
African-American	5.0%
Asian	3.0
Biracial/multiracial	0.9
Caucasian	74.1
Hispanic/Latino	2.4
Native American	0.4
Pacific Islander	0.2
Other	1.9
No response	1.4
Declined to answer	10.6

Number of years at institution	
Less than 2 years	17.2%
2-4 years	16.7
5-7 years	14.1
8-10 years	11.1
11-15 years	10.8
16-20 years	8.9
21-25 years	6.1
25 years or more	8.4
No response	1.0
Declined to answer	5.7



Work-Life Balance

Policies give employees the flexibility to manage their personal lives

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Emory U.
Hastings College	Canisius College	George Mason U.
Juniata College	Indiana Wesleyan U.	Stanford U.
Niagara U.	U. of North Carolina at Greensboro	U. of Kansas
Oklahoma City U.	Webster U.	U. of Michigan at Ann Arbor

Institutions are listed in alphabetical order.

Work For 2008 Survey: Survey Respondents

Participating institutions participated in the inaugural

Tenure status

Tenured	20.8%
Tenure track/Untenured	8.9
Not tenure track	13.1
Permanent status	6.2
Earning permanent status	0.6
No response	1.9
Declined to answer	3.5
Not applicable	45.0

Salary range

\$25,000 or less	2.3%
\$25,001 to \$50,000	31.5
\$50,001 to \$75,000	29.8
\$75,001 to \$100,000	13.4
\$100,001 to \$125,000	4.9
\$125,001 to \$150,000	2.4
\$150,001 to \$175,000	1.2
\$175,001 or more	1.5
No response	3.1
Declined to answer	9.8

Job role

Administration	27.3%
Faculty	39.8
Professional support staff	29.1
Other	1.7
No response	2.1

Number of years in current job role

Less than 2 years	25.7%
2-4 years	22.8
5-7 years	15.2
8-10 years	9.4
11-15 years	7.7
16-20 years	4.9
21-25 years	2.9
More than 25 years	3.6
No response	1.6
Declined to answer	6.3

Tuition Reimbursement

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Augustana College (Ill.)	Canisius College	Boston U.
Hastings College	Miami U.	Stanford U.
Niagara U.	Rochester Institute of Technology	U. of Louisville
Oklahoma City U.	U. of Dayton	U. of Memphis
Southern New Hampshire U.	U. of San Diego	U. of Southern California

Institutions are listed in alphabetical order.

Facilities and Security

Appearance of the campus is pleasing, and the institution takes steps to provide a secure environment.

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Berea College	Bentley College	Cornell U.
Niagara U.	Canisius College.	Emory U.
Oklahoma City U.	Fort Hays State U.	Stanford U.
Regent U.	Indiana Wesleyan U.	U. of Kansas
Rhodes College	U. of San Diego	U. of Michigan at Ann Arbor

Institutions are listed in alphabetical order.

Job Satisfaction

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Hastings College	Bentley College	Duke U.
Juniata College	Canisius College	Emory U.
Niagara U.	Southeastern Louisiana U.	Stanford U.
Oklahoma City U.	U. of North Carolina at Greensboro	U. of Maryland at College Park
Regent U.	Webster U.	U. of Michigan at Ann Arbor

Institutions are listed in alphabetical order.

Respect and Appreciation

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Cornell U.
Brenau U.	Canisius College	Emory U.
Juniata College.	Drake U.	George Mason U.
Niagara U.	U. of Central Oklahoma	Stanford U.
Oklahoma City U.	Webster U.	U. of Kansas

Institutions are listed in alphabetical order.



Internal Communications

Ideas are fully considered and issues debated for better results

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Emory U.
College of Saint Rose	Canisius College	George Mason U.
Juniata College	Drake U.	Stanford U.
Niagara U.	Southeastern Louisiana U.	U. of Kansas
Oklahoma City U.	Webster U.	U. of Louisville

Institutions are listed in alphabetical order.

Connection to Institution and Pride

Employees have a strong sense of loyalty to the institution

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Emory U.
Berea College	Canisius College	George Mason U.
Juniata College	Indiana Wesleyan U.	Stanford U.
Niagara U.	U. of Central Oklahoma	U. of Kansas
Oklahoma City U.	Webster U.	U. of Southern California

Institutions are listed in alphabetical order.

Physical Workspace Conditions

Facilities adequately meet needs, and the appearance of the campus is pleasing

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Emory U.
Berea College	Canisius College	Stanford U.
Oklahoma City U.	Fort Hays State U.	U. of Arkansas at Fayetteville
Regent U.	Indiana Wesleyan U.	U. of Michigan Ann Arbor
Rhodes College	U. of West Florida	U. of Southern California

Institutions are listed in alphabetical order.

Policies, Resources, and Efficiency

Institution is well run and prepares employees to be effective

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	George Mason U.
College of Saint Rose	Canisius College	Stanford U.
Niagara U.	Southeastern Louisiana U.	U. of Kansas
Oklahoma City U.	U. of Central Oklahoma	U. of Michigan Ann Arbor
Regent U.	Webster U.	U. of Southern California

Institutions are listed in alphabetical order.



Engagement Index

The emotional connection employees have to an organization

Small (499 or fewer employees)	Medium (500 to 2,499 employees)	Large (2,500 or more employees)
Austin College	Bentley College	Emory U.
Juniata College	Canisius College	George Mason U.
Niagara U.	Drake U.	Stanford U.
Oklahoma City U.	Indiana Wesleyan U.	U. of Kansas
Regent U.	Webster U.	U. of Southern California

Institutions are listed in alphabetical order.

