

ModernThink Employee Engagement Survey 2018

Summary Report

Prepared for the Office of the Provost

Prepared by the Office of Institutional Research

August 2018

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Executive Summary

UNCG aggregate ratings were 'Excellent' for *Job Satisfaction* and *Pride*, and 'Good' for *Teaching Environment*, *Professional Development*, *Facilities*, and *Supervisors/Department Chairs*. The aggregate rating was 'Fair' for *Compensation*, *Benefits & Work/Life Balance*, *Policies*, *Resources & Efficiency*, *Shared Governance*, *Senior Leadership*, *Inter-Staff Relations*, *Communications*, *Collaboration*, *Fairness*, and *Respect & Appreciation*.

Across the three major job role categories (EHRA Non-Faculty, Faculty, and SHRA) ratings were either 'Good' or 'Excellent' for four factors: *Job Satisfaction/Support*, *Pride*, *Facilities*, and *Supervisors/Chairs*. Ratings were 'Fair' for four factors: *Inter-Staff Relations*, *Fairness*, and *Respect and Appreciation*. Broken out by job role, EHRA Non-Faculty respondents had the highest aggregate rating 'Good'; Faculty and SHRA ratings were 'Fair'.

EHRA Non-Faculty respondents rated UNCG as 'Good' or 'Excellent' on all but four factors: *Inter-Staff Relations*, *Communication*, *Fairness*, and *Respect & Appreciation*.

Faculty rated UNCG as Excellent on *Job Satisfaction* and *Professional Development*; 'Good' on *Facilities*, *Pride*, and *Supervisors/Chairs*.

SHRA respondents rated UNCG as 'Excellent' on *Facilities* and *Pride*; 'Good' on *Job Satisfaction*, *Teaching Environment*, and *Supervisors/Chairs*. Their rating on *Communication* and *Collaboration* was 'Warrants Attention', or, areas that offer an opportunity for improvement. For more information see Appendix A.

An interesting theme that appears in these data is the lack of systemic, institution-wide problems evidenced by low factor scores. Issues that did become apparent seemed to be limited to a particular unit or department. This suggests that targeted efforts may provide more benefit than institution-wide initiatives.

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About the Survey

This 5-year project is expected to support longitudinal analysis of faculty and staff perceptions of their workplace for all campuses within the system. By contracting with ModernThink, the UNC administration can provide national comparison data for several national cohorts, including Carnegie research institutions, 2017 public institutions, southeast regional institutions, and all UNC system institutions.

Core populations for this survey include all permanent, full-time faculty and staff in the following UNC Job Categories:

- 1) EHRA Non-faculty (NF)
 - SAAO Tier 1
 - SAAO Tier 2
 - EHRA IRPS
- 2) SHRA
 - SHRA Exempt
 - SHRA Non-exempt
- 3) Faculty

ModernThink also provided results based on unit and departments within units. In some cases, it appears that ModernThink re-aligned some departments to make scores comparable across the UNC system. ModernThink did not provide any methodological evidence for how this was done. As it is not clear if departments were kept intact, this report will refer to departments as 'areas, within units'.

The response rate for UNCG 54%, which was above the system average of 50%. Where notable, comparisons between the UNC system results and UNCG results will be reported.

Survey Format

The survey consisted of 60 web-administered items, scored using a 5-point Likert scale: 'Strongly agree', 'Agree', 'Neither agree nor disagree', 'Disagree', and 'Strongly disagree'. ModernThink collapsed 'Strongly agree' and 'Agree' into a 'Positive response'. Results are then given as a percent of positive response across respondents for any item or aggregate of items.

ModernThink aggregated sets of items via factor analysis into factor scores. These factors are:

- *Job Satisfaction* (Freedom, resources and responsibility to do one's job effectively)
- *Teaching Environment* (Balance of responsibilities, recognition of teaching)
- *Professional Development* (Opportunities to develop skills need to advance one's career)
- *Compensation, Benefits & Work/Life Balance* (fair pay and benefits for work, flexibility)
- *Facilities* (Safe work environment, adequate facilities)
- *Policies, Resources & Efficiency* (Adequate staffing, orientation programs, staff diversity)
- *Shared Governance* (Appropriate faculty and staff involvement in institutional planning)

- *Pride* (Pride in one's role in campus culture and mission)
- *Supervisors/Department Chairs* (Clear expectations, fairness, trust, open communication)
- *Senior Leadership* (Clear expectations, fairness, trust, open communication, inspire confidence)
- *Inter-Staff Relations*¹ (Collegiality and communication between groups)
- *Communication* (Sharing ideas, employee input is meaningful)
- *Collaboration* (Opportunities to collaborate, cooperation, teamwork)
- *Fairness* (Clear policies, fair promotions, freedom from retaliation)
- *Respect & Appreciation* (Meaningful recognition programs, appreciation for diversity)

In this report, emphasis will be placed on reporting factor-level results. Factor names will appear in *italics* for clarity.

At the end of the survey respondents were given the option to respond to two open-ended questions to allow for anonymous, candid feedback on what they appreciated about the institution and what improvements they would recommend. Summaries of these responses are located in the Job Role section of the results.

¹The name of this factor has been changed from *Faculty, Administration, Staff Relations* to *Inter-Staff Relations* for brevity.

Results

University Benchmarks

Factors on which UNCG excelled in terms of aggregate positive ratings above 64% include *Pride* (77%), *Job Satisfaction/Support* (75%), *Facilities* (74%), *Supervisors/Department Chairs* (73%), *Professional Development* (68%), and *Teaching Environment* (67%). Single items on which UNCG scored well include:

- I understand how my job contributes to this institution's mission (91%).
- This institution actively contributes to the community (89%).
- The institution takes steps to provide a safe and secure environment for the campus (83%).
- I have a good relationship with my supervisor/department chair (83%).
- I am given the responsibility and freedom to do my job (82%).
- My supervisor/department chair supports my efforts to balance my work and personal life (82%).

UNCG did not fall below an aggregate positive rating of 54% on any of the factors. However, UNCG rated lowest on these individual survey items:

- My department has adequate faculty/staff to achieve our goals (36%).
- Our recognition and awards programs are meaningful to me (41%).
- I am paid fairly for my work (42%).
- Issues of low performance are addressed in my department (48%).
- Changes that affect me are discussed prior to being implemented (49%).
- There is regular and open communication among faculty, administration and staff (50%).
- Faculty, administration and staff are meaningfully involved in institutional planning (50%).

For all factors, UNCG responders had higher positive response rates than the UNC system average. This difference was most pronounced for these factors: *Shared Governance* (7% above), *Senior Leadership* (5% above), *Respect and Appreciation* (4% above), and *Facilities* (4% above).

General Demographics

Gender: Female respondents were generally less positive than male respondents, particularly on the *Inter-Staff Relations* factor and the *Fairness* factor. For both elements, females' percent of positive responding was 56% ('Fair'), whereas males' percent of positive responding was 65% ('Good') and 67% ('Good'), respectively.

Age: Responding by age followed the general results described earlier in the University Benchmarks described above. The only additional trend was a tendency for the percent of positive responding to decrease slightly by age group.

Race/Ethnicity: Hispanic responders (n=40) only rated UNCG below 'Good' on a single factor: *Communication* ('Fair'). However, Native Americans (n=17) and African Americans (n=163) rated

UNCG as 'Warrants Attention' on *Communication* and *Collaboration*. It should also be noted that white respondents (n=890) only rated UNCG as 'Fair' on these same factors.

Employee Factors: Patterns of responding were similar between supervisors/non-supervisors, and full-time/part-time respondents. No factors were rated below 'Fair' for these groups. There was a general trend for those within the higher pay bands to respond more positively on most of the factors. These differences are most notable for the *Professional Development*, *Compensation*, and *Collaboration* factors.

One concern of note is the high percentage of respondents that declined to provide demographic or employment information. Eight percent declined to give their gender, 14% their age, 15% their race, and 13% their salary group. With few exceptions, the rate of positive responding for these 'Declined to answer' groups was far below the rate for the groups that chose to give demographic information.

Results

Job Role – Faculty

Across all ranks and tenure types, these factors were rated as ‘Good’ or ‘Excellent’: *Job Satisfaction, Professional Development, Facilities, Pride, Supervisors/Dept. Chairs*. No single factor stood out as negative across all or even most of the rank/tenure groups. Interestingly, factors that were generally positive for on-track faculty (*Shared Governance, Senior Leadership, Inter-Staff Relations, Communication, Collaboration*) were less so for tenured faculty. This was particularly true for Associate Professors, rating these factors as ‘Warrants Attention’: *Shared Governance, Senior Leadership, Inter-Staff Relations, Communication, Collaboration*.

Department Heads/Chairs, as a group, were very positive, rating most factors as ‘Excellent’.

On-track faculty/Assistant Professors rated UNCG ‘Good’ on the *Nature of Work* factor, all other ranks and tenure levels rated UNCG as ‘Fair’ to ‘Warrants Attention’.

Faculty express a lukewarm opinion of *Compensation, Benefits, and Work/Life Balance* on the ModernThink survey. On-track faculty and department heads rated UNCG as ‘Good’ on this factor, the other groups rated UNCG as ‘Fair’.

In terms of *Senior Leadership*, the department chair and no-track faculty ratings were ‘Excellent’ and the not-on-track faculty rating was ‘Good’. Tenured faculty rated senior leadership as ‘Fair’. Across all ranks and tenure groups, department-level leadership was ranked highly.

Special note: about 15% of faculty respondents chose not to reveal their rank or tenure status. Those responders were particularly negative in their opinions, with the exceptions of *Facilities* and *Professional Development*.

Open-Ended Item Summary: Job Role – Faculty

To the first question, ‘What do you appreciate most about working at this institution?’, 75% of the faculty who completed the survey chose to write a response. Forty-four percent had positive comments about their coworkers or the people they work with, making statements such as they are a ‘family’ and there is good ‘teamwork’ and ‘collaboration’. Thirty-three percent felt Pride in the wonderful students and the positive student impact being made on campus. Thirteen percent appreciated the diversity of the staff and students, as well as the teaching/research/service balance. Twelve percent voice appreciation for the Chancellor/senior leadership/supervisor support and 11% mentioned feeling respected and supported in their job. Eight percent mentioned the flexibility of the work and schedule with another 6% mentioning the freedom they had in doing their job. Nine percent felt there was a good work environment and 6% mentioned the community connection and involvement. Other comments included the beauty of the campus, belief in the mission/purpose of the school and overall good working conditions.

To the second question, ‘What would make this institution a better place to work?’, 76% of the faculty who completed the survey chose to write a response. Twenty-five percent wrote about desiring

equitable pay for the job requirements, including mentioning merit pay or at least pay in line with other system schools. Sixteen percent want better benefits, focusing on healthcare, including free gym memberships. Fourteen percent want more staff to help reduce class sizes. Eight percent want more research support and another 8% want better facilities in the form of more space for classes and offices. Seven percent want better support for non-tenure positions including eliminating tenure and 6% want more focus on teaching and less on research. Other specific ideas that were mentioned by less than 5% of the faculty include; free parking, more opportunity for travel, more listening to employee input and ideas, the want for a decrease in micro-managing and the ability to terminate poor supervisor performance. The opportunity for promotion or to be hired from within and more recognition of work and achievements was also mentioned.

Results

Job Role – Non-Faculty

The summary of responses by Job Role shows that positive perception dropped appreciably between EHRA and SHRA job classes. The overall survey ratings for SAAO 1 and SAAO 2 employees were ‘Excellent’, while EHRA’s as a group were ‘Good’. However, Faculty, SHRA-Exempt and SHRA Non-Exempt overall ratings were ‘Fair to Mediocre’.

Faculty responses are described separately in this report.

SHRA’s average response rate is influenced largely by ‘Warrants Attention’ average responses to the *Senior Leadership, inter-Staff Relations, Communications, Collaboration, and Fairness* factors.

Within the SHRA-Exempt category, several factors rated higher by the EHRA groups were notable negative, including *Shared Governance’, Fairness, and Respect & Appreciation*. For more information on results by job role, for both faculty and non-faculty, see Appendix B.

Open-Ended Item Summary: Job Role – EHRA NON-FACULTY (SAAO TIER 1, SAAO TIER 2, EHRA IRPS)

For the first question, ‘What do you appreciate most about working at this institution?’, 77% of the Tier 1 survey respondents chose to answer, 89% of the Tier 2 respondents answered and 79% of the EHRA respondents chose to answer this question. The Tier 1 comments included appreciation for the research/teaching balance, the good students and student impact, the Chancellor/senior leadership and supervisor support, the feeling of family among coworkers and the diversity of the staff and students. Tier 2 comments included 30% feeling respected and supported, 29% having a feeling of family among their coworkers and the people they work with and 23% appreciating the mission and purpose of the school. Eighteen percent appreciated the students and the student impact and 12% mentioned the diversity of the staff and students. For the EHRA respondents, 24% mentioned the students and student impact and 21% appreciate the diversity of the staff and students. Nineteen percent feel good about their coworkers and the people they work with while 15% mentioned the good working environment. Fourteen percent felt they had flexibility with their work and their schedule. Eleven percent appreciate the Chancellor/senior leadership/supervisor support, while 10% mentioned good benefits, which included leave, health and retirement. Seven percent appreciate the good work/life balance and

another 5% mentioned the community connection and involvement. EHRA also mentioned the beautiful campus and location.

For the second question, 'What would make this institution a better place to work?', 77% of the Tier 1 survey respondents chose to answer, 83% of Tier 2 and 75% of the EHRA respondents answered. Tier 1 mentioned the want for equitable pay for the job, better benefits (healthcare) and free gym, better facilities in the form of more space, less interference from the State and better recognition of work and achievements. Tier 2 saw 12% wishing for equitable pay for the job performed, in line with other system schools. Twelve percent also felt the need for better facilities in the form of more space and 8% wanted better healthcare benefits and a free gym. EHRA employees wanted equitable pay for the job performed (14%). Eleven percent wanted better benefits (healthcare) and a free gym, while another 11% wished for better or clearer communication to increase transparency. Eight percent want better facilities for more space, and another 8% want to hire more staff to help reduce class sizes and take work load off. Seven percent want to see better department communication, both within and across departments, while another 7% want a better opportunity for promotion or to be hired from within. Six percent mentioned the need for free and better parking with 5% wanting better recognition of work and achievements. Other comments include the want for more telecommuting support, not needing to use vacation or leave for weather related school closures, and the desire for leadership training. There was also a mention of the want to be able to terminate poor supervisor performance when necessary.

Open-Ended Item Summary: Job Role – SHRA: Exempt and Non-Exempt

For the first question, 'What do you appreciate most about working at this institution?', 76% of the Exempt and 78% of the Non-Exempt respondents chose to answer. For the Exempt personnel, 39% had feelings of collaboration/cooperation/support/ and caring in their job. Twenty-one percent appreciate the flexibility of the work and their schedule. Eleven percent appreciated the benefits, another 11% like the good working environment, while another 11% appreciate the students and the student impact being made. Eleven percent also appreciate the Chancellor/senior leadership/supervisor support they receive. Nine percent mentioned telecommuting capabilities, while 7% appreciate the diversity of the staff and students. Six percent liked each of the work/life balance, beautiful campus and the location. From the Non-Exempt employees, 36% appreciated the people and coworkers. Sixteen percent liked the good working environment, while 11% mentioned the good benefits, including leave, health and retirement. Eleven percent also appreciate the students and the student impact being made. Ten percent appreciate the Chancellor/senior leadership/supervisor support, while 9% appreciated the job itself and the job security. Nine percent also mentioned the flexibility of their work and schedule and 8% mentioned the diversity of the staff and students. Seven percent like the freedom they have to do their work and another 7% appreciated the educational opportunities included with the job. Other comments included support for the mission and purpose of the school, community involvement, and appreciation for the good work/life balance, with specific mention to special programs like HealthUNCG.

For the second question, 'What would make this institution a better place to work?', 71% of the Exempt and 76% of the Non-Exempt employees chose to respond. Thirty-eight percent of the Exempt employees wanted to see better department collaboration, both within and across departments. Twenty-three percent want equitable pay for the job requirements, in line with other system schools. Eighteen percent want better healthcare benefits, including a free gym membership. Seventeen percent want clearer communication to increase transparency. Eleven percent want improved leadership including leadership training and development. Ten percent want employee input to be listened to, and another

10% want better opportunities for promotion or to be hired from within. Nine percent want better facilities with more space, and another 9% want free and better parking. Six percent mentioned more professional development opportunities and 5% wanted more support for telecommuting. The Non-Exempt employees want equitable pay for the job (26%). Ten percent want improved leadership or leadership training, 8% want free and better parking. Seven percent mentioned the want to stop leadership favoritism/bias/sexism and racism. Seven percent want better healthcare benefits including free gym, and another 7% want better opportunities for promotion or to be hired from within. Five percent mentioned not wanting to have to use vacation and leave time for school closure due to weather. Other comments include; flexible schedule options for the summer, decrease micro-managing, decrease the 'silo' effect, and the better recognition of work/achievements.

Results

Organizational Level – Chancellor’s Office

The Chancellor’s Office area respondents offered the highest overall survey average rating of any organizational unit, with no factor being rated below ‘Good’ or ‘Excellent’. The two areas breakout areas are shown separately below:

Chancellor’s Office Staff – *Compensation, Benefits, Work/Life balance* (‘Warrants Attention’), *Facilities* (‘Fair’); all other factors ‘Good’ to ‘Excellent’.

University Communications – *Shared Governance* (‘Fair’); all other factors ‘Good’ to ‘Excellent’.

Chancellor’s office results can be found in Appendix C.

Results

Organizational Level – Academic Affairs

Academic Affairs results include staff responses in areas under the umbrella of the Provost's Office, including the colleges and schools, other academic units such as the Honors College and Online Learning, and the other areas such as administration, Enrollment Management, TLC, and libraries, and the Weatherspoon Art Museum. ModernThink excluded faculty respondents from this part of the report. Faculty responses are summarized separately in another part of this report.

As a unit, Academic Affairs staff responded most positively to the *Job Satisfaction* ('Excellent'), *Supervisors/Chairs* ('Excellent'), *Facilities* ('Good'), and *Professional Development* ('Good') factors. The overall survey rating was 'Good'. The lowest ratings, although still in the range of 'Fair', were for the *Inter-Staff Relations*, *Fairness*, and *Communication* factors. UNCG's Academic Affairs average rating on each of the fifteen factors equaled or exceeded the UNC core population on all but one factor: *Teaching Environment*.

Academic Areas The most positive factors across academic areas were: *Job Satisfaction*, *Professional Development*, *Pride*, and *Supervisors/Chairs*. International Honors College and Online Learning had the highest average rating of the academic units, both 'Excellent'. Arts and Sciences, Education, Health and Human Sciences, and Nursing followed with 'Good' ratings. The Bryan School and VPA had average ratings of 'Fair'.

Individual schools differed when it came to lower rated factors. Factors of concern expressed by each area can be summarized as follows:

Arts and Sciences – *No ratings below 'Fair'*

The Bryan School – *Teaching Environment, Inter-Staff Relations* ('Poor')

VPA – *Compensation, Benefits, Work/Life Balance, Respect and Appreciation, Teaching Environment* ('Warrants Attention')

Education – *Respect and Appreciation* ('Warrants Attention')

Health and Human Sciences – *No ratings below 'Fair'*

Nursing – *Communication* ('Warrants Attention')

International Honors College – *No ratings below 'Fair'*

Online Learning – *No ratings below 'Fair'*

Results for academic areas can be found in Appendix D.

NOTE: Individual departments varied widely in ratings, but Theatre stood out as having NO factor ratings above 'Poor'. History and Physics and Astronomy had five factors rated as 'Poor', among them were *Shared Governance* and *Senior Leadership*.

Non-Academic Areas Factor ratings in the non-academic areas varied widely. Across all areas, there was some consistency as to the least positive factors. No area rated *Fairness* or *Communication* above 'Fair'. Three units rated UNCG as 'Poor' on the *Inter-Staff Relations* factor.

Individual unit ratings are summarized below:

Provost's Office, University Libraries – *No ratings below 'Fair'*

Academic Administration – *Inter-Staff Relations ('Poor'), Senior Leadership ('Warrants Attention')*

Enrollment Management – *Communication ('Poor'), Inter-Staff Relations, Fairness, Collaboration ('Warrants Attention')*

Graduate School – *Inter-Staff Relations, Fairness, Senior Leadership ('Warrants Attention')*

TLC – *Inter-Staff Relations ('Poor'), Fairness, Collaboration ('Warrants Attention')*

Weatherspoon Art Museum – Only two factors are rated positively: *Teaching Environment ('Excellent'), Pride ('Good')*. Two other factors are rated as 'Fair': *Shared Governance* and *Senior Leadership*. All other factors are either 'Warrants Attention' or 'Poor'.

Results for non-academic areas can be found in Appendix E.

NOTE: Department ratings varied but Enrollment Management was exceptional for having only one factor, *Facilities* with a rating above 'Warrants Attention'. On most factors, this department's ratings were 'Poor'.

Results

Organizational Level – Business Affairs

The Business Affairs unit, comprising six areas, had one of the lowest overall survey ratings ('Fair'); only the *Facilities* ('Excellent') and *Job Satisfaction* ('Good') factors rated above 'Fair'. *Collaboration* was rated 'Poor', while *Communication*, *Fairness*, *Inter-Staff relations*, and *Senior Leadership* were rated 'Warrants Attention'. None of the six areas within Business Affairs rated *Communication* or *Collaboration* positively. The rating for the *Inter-Staff Relations* factor was 'Warrants Attention'.

Despite the relative negativity of the rating here, the few bright spots (*Facilities*, *Job Satisfaction*, and *Pride*) appeared.

The areas within Business Affairs varied widely in their factor ratings, Campus Enterprises, Campus Police, and Finance being the more positive of the six areas. The most notable area results are noted below:

Business Affairs Office Staff – *Job Satisfaction*, *Facilities*, and *Supervisors/Chairs* ('Good'), *Professional Development* and *Pride* ('Fair'). Four factors rated 'Warrants Attention'; six factors rated 'Poor', including *Shared Governance*, *Fairness*, *Inter-Staff Relations*, *Collaboration*, *Senior Leadership*, and *Policies, Resources, and Efficiency*.

Campus Enterprises – *Facilities* and *Pride* rated 'Excellent'; *Collaboration* rated 'Warrants Attention'.

Campus Police – *Facilities* and *Job Satisfaction* rated 'Excellent'; *Senior Leadership*, *Communication*, *Collaboration*, *Fairness* rated 'Warrants Attention'.

Facilities – *Communication* and *Collaboration* rated 'Poor'; seven factors rated 'Warrants Attention', including *Compensation*, *Benefits*, and *Work/Life Balance*, *Shared Governance*, *Fairness*, *Inter-Staff Relations*, *Respect and Appreciation*, *Senior Leadership*, and *Policies, Resources, and Efficiency*.

Finance – *Inter-Staff Relations*, *Communication*, and *Collaboration* rated 'Poor'.

Human Resources – Six factors rated as 'Poor': *Professional Development*, *Supervisors/Chairs*, *Senior Leadership*, *Communication*, *Collaboration*, and *Fairness*.

Results for Business Affairs can be found in Appendix F.

Results

Organizational Level – Student Affairs

The Student Affairs unit had an overall survey average rating of ‘Good’ with no factor ratings below ‘Good’. For every factor, this unit exceeded the factor scores for the UNC core population. Only the Student Programs area had an overall rating below ‘Good’; in this case, ‘Fair’.

Student Affairs Staff – No ratings below ‘Good’.

Student Programs – *Inter-Staff Relations*, and *Policies, Resources and Efficiency* rated ‘Warrants Attention’.

Student Services – Although this area had no ratings below ‘Fair’, the lowest scores for this rating included: *Fairness, Collaboration, and Inter-Staff Relations*.

Results for Student Affairs can be found in Appendix G.

Results

Organizational Level – University Advancement

Included in this unit are Development and University Advancement. While the overall survey average was 'Good', five of the factor ratings were 'Excellent', including *Pride, Supervisors/Chairs, Facilities, and Job Satisfaction*. On every factor but *Professional Development* this unit exceeded the factor ratings for the UNC core population. However, this unit's factor scores would have been higher but for the low ratings of the Advancement department on some factors.

Development – No ratings below 'Fair', most being 'Excellent' or 'Good'. The lowest 'Fair' ratings are for *Communication, Shared Governance, and Policy, Resources, and Efficiency*.

University Advancement – Four factors were rated 'Poor': *Shared Governance, Inter-Staff Relations, Communication, and Fairness*; three were rated 'Warrants Attention', *Collaboration, Teaching Environment, and Senior Leadership*.

On only three factors did these two areas share positive ratings: *Pride, Facilities, and Supervisors/Chairs*. More interesting are the factors on which these two areas differed diametrically. Where Development rated *Inter-Staff Relations, Fairness, and Teaching Environment* as 'Excellent', Advancement rated the same factors 'Warrants Attention' or 'Poor'.

Results for University Advancement can be found in Appendix H.

Results

Organizational Level – Non-Aligned Areas

Although ModernThink gives no rationale for separating out these areas from their governing units, it can be assumed that this was done for result matching purposes as these areas may not exist in other institutions (e.g., Gateway Park) or they exist within different units at other institutions. The aggregate factor scores for these four areas exceed those of the UNC core population. However, in most cases these differences are small. Across all areas, three factors were rated 'Excellent': *Pride, Job Satisfaction* and *Supervisors/Chairs*;

Gateway Research Park – No ratings below 'Good'.

Information Tech Services – No ratings below 'Fair' but most ratings were 'Fair', including *Shared Governance, Inter-Staff Relations, Collaboration, and Respect and Appreciation*.

Athletics – No ratings below 'Good'.

Research and Engagement – No ratings below 'Fair'. Only two factor ratings below 'Good': *Inter-Staff Relations* and *Communication*.

On only three factors did these two areas share positive ratings: *Pride, Facilities, and Supervisors/Chairs*. More interesting are the factors on which these two areas differed diametrically. Where Development rated *Inter-Staff Relations, Fairness, and Teaching Environment* as 'Excellent', Advancement rated the same factors 'Warrants Attention' or 'Poor'.

Results for non-aligned areas can be found in Appendix I.

Appendix A: 2018 ModernThink Employee Engagement Survey Topline Report

Below is a graphic* representing the highlights of the results. Values in cells represent the percent of responses that were either 'Strongly agree' or 'Agree'.

	Poor 0% - 44%	Warrants Attention 45% - 54%	Fair to Mediocre 55% - 64%	Good 65% - 74%	Very Good to Excellent 75% - 100%
	OVERALL	EHRA NF	Faculty	SHRA	Other
Job Satisfaction/Support	75%	79%	75%	72%	*
Teaching Environment	67%	75%	57%	70%	*
Professional Development	68%	76%	75%	60%	*
Compensation, Benefits & Work/Life Balance	64%	71%	60%	63%	*
Facilities	74%	75%	70%	77%	*
Policies, Resources & Efficiency	62%	65%	59%	63%	*
Shared Governance	63%	70%	60%	60%	*
Pride	77%	84%	73%	75%	*
Supervisors/Department Chairs	73%	79%	74%	70%	*
Senior Leadership	63%	71%	63%	58%	*
Faculty, Administration & Staff Relations	58%	61%	59%	55%	*
Communication	56%	62%	59%	52%	*
Collaboration	58%	67%	61%	52%	*
Fairness	58%	63%	58%	55%	*
Respect & Appreciation	62%	63%	62%	61%	*
Survey Average	65%	71%	64%	63%	*

*Job Category response distributions have been truncated and may not total 100%. Please also note that data will not populate where there are fewer than five respondents.

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Appendix B: 2018 ModernThink Employee Engagement Survey Organizational Unit Results: Job Role

ModernThink

2018 UNC System Employee Engagement Survey
University of North Carolina at Greensboro
Job Role Spreadsheet

Overall	Pre-loaded UNC Job Category	Pre-loaded UNC Job Category	Pre-loaded UNC Job Category	Faculty Appointment						Tenure Status					Pre-loaded UNC Job Category	Pre-loaded UNC Job Category	Pre-loaded UNC Job Category	
	SAAO Tier 1	SAAO Tier 2	Faculty	Department Chair	Professor	Associate Professor	Assistant Professor	Other	Decline to answer	Tenured	Tenure Track/Untenured	Not Tenure Track/Term Appl.	Not Applicable	Decline to answer	EHRA IRPs	SHRA Exempt	SHRA Non-exempt	
Total number of survey respondents (1389)	13	89	385	23	69	83	50	78	46	174	39	96	8	29	258	150	494	
Job Satisfaction/Support - Average	75	82	84	75	83	74	71	83	76	62	72	86	76	84	62	77	68	73
Teaching Environment - Average	67	88	78	57	77	59	57	70	51	44	58	70	54	54	49	72	73	70
Professional Development - Average	68	89	82	75	92	81	74	81	69	67	78	85	70	73	72	73	60	61
Compensation, Benefits & Work/Life Balance - Average	64	73	78	60	71	62	55	69	62	45	57	72	60	58	60	69	65	62
Facilities - Average	74	71	78	70	79	70	74	69	70	61	71	67	72	59	66	74	75	78
Policies, Resources & Efficiency - Average	62	70	66	59	70	63	56	63	58	48	59	66	57	72	50	64	62	63
Shared Governance - Average	63	86	79	60	72	65	54	69	62	48	60	68	61	67	55	66	52	62
Pride - Average	77	87	89	73	95	73	68	87	75	59	71	89	75	78	61	82	72	76
Supervisors/Department Chairs - Average	73	70	84	74	88	80	70	79	79	55	75	83	75	90	56	77	72	70
Senior Leadership - Average	63	88	79	63	76	61	53	79	65	48	57	80	67	59	54	67	54	60
Faculty, Administration & Staff Relations - Average	58	79	66	59	81	56	53	78	60	44	56	80	63	50	47	57	53	56
Communication - Average	56	68	71	59	79	60	54	64	62	46	59	65	60	66	48	58	52	52
Collaboration - Average	58	76	73	61	83	65	54	71	60	45	61	75	59	61	49	64	50	52
Fairness - Average	58	78	74	58	74	66	55	66	58	43	61	71	56	70	41	59	58	54
Respect & Appreciation - Average	62	76	70	62	69	60	57	75	65	53	58	77	65	63	56	60	60	61
Overall Survey Average 1 - 60	65	78	77	64	79	67	60	74	65	50	63	76	65	69	53	68	62	63

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75% or higher = Excellent
65% to 74% = Good
55% to 64% = Fair to Mediocre
45% to 54% = Warrants Attention
0 to 44% = Poor

Appendix C: 2018 ModernThink Employee Engagement Survey Organizational Unit Results: Chancellor’s Office

ModernThink 2018 UNC System Employee Engagement Survey University of North Carolina at Greensboro Organizational Level Spreadsheet VC Area/Division: Chancellor	Overall	Bench marks	Chancellor	Chancellor
	Positive Response	2018 UNC Core Population Aggregate	Chancellor	University Communications
Total number of survey respondents (20)			6	10
Job Satisfaction/Support - Average	88	73	89	90
Teaching Environment - Average	87	65	89	83
Professional Development - Average	73	67	92	65
Compensation, Benefits & Work/Life Balance - Average	69	62	53	75
Facilities - Average	79	70	59	89
Policies, Resources & Efficiency - Average	68	59	65	67
Shared Governance - Average	77	56	89	61
Pride - Average	96	76	100	94
Supervisors/Department Chairs - Average	88	72	100	86
Senior Leadership - Average	93	58	100	87
Faculty, Administration & Staff Relations - Average	73	56	75	75
Communication - Average	83	54	92	82
Collaboration - Average	83	57	83	83
Fairness - Average	84	56	93	76
Respect & Appreciation - Average	78	58	71	81
Overall Survey Average 1 - 60	82	63	85	80
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75% or higher =Excellent				
65% to 74% = Good				
55% to 64% = Fair to Mediocre				
45% to 54% = Warrants Attention				
0 to 44% = Poor				

Appendix D: 2018 ModernThink Employee Engagement Survey Organizational Unit Results: Academic Affairs-Academic Areas Only

ModernThink		Overall	Bench marks	Academic Affairs	Academic Affairs	Academic Affairs	Academic Affairs	Academic Affairs	Academic Affairs	Academic Affairs	
2018 UNC System Employee Engagement Survey University of North Carolina at Greensboro Organizational Level Spreadsheet VC Area/Division: Academic Affairs		Positive Response	2018 UNC Core Population Aggregate	Arts & Sciences	Business & Economics	Coll of Visual-Perform Arts	Education	Health and Human Sciences	International Honors College	Nursing	Online Learning
Total number of survey respondents (522)				128	25	41	32	51	5	23	16
Job Satisfaction/Support - Average		75	73	77	71	66	78	83	87	83	92
Teaching Environment - Average		63	65	60	38	53	62	75	70	67	67
Professional Development - Average		70	67	69	70	73	77	76	80	74	74
Compensation, Benefits & Work/Life Balance - Average		62	62	61	52	51	70	69	60	70	78
Facilities - Average		71	70	72	55	64	83	69	75	80	84
Policies, Resources & Efficiency - Average		61	59	61	52	54	60	65	83	61	79
Shared Governance - Average		63	56	61	58	61	68	64	62	72	69
Pride - Average		77	76	74	71	73	77	87	92	85	94
Supervisors/Department Chairs - Average		75	72	76	73	78	69	80	89	70	90
Senior Leadership - Average		61	58	59	58	55	72	64	80	62	90
Faculty, Administration & Staff Relations - Average		56	56	58	44	60	65	66	70	63	68
Communication - Average		58	54	59	49	59	56	74	70	52	74
Collaboration - Average		62	57	60	59	58	65	73	80	65	72
Fairness - Average		57	56	57	55	59	55	63	64	68	64
Respect & Appreciation - Average		61	58	64	62	53	53	66	76	67	64
Overall Survey Average 1 - 60		65	63	65	59	61	66	72	77	69	79
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75% or higher =Excellent 65% to 74% = Good 55% to 64% = Fair to Mediocre 45% to 54% = Warrants Attention 0 to 44% = Poor											

Appendix E: 2018 ModernThink Employee Engagement Survey Organizational Unit Results: Academic Affairs-Non-Academic Areas Only

ModernThink	Overall	Bench marks	Academic Affairs	Academic Affairs	Academic Affairs	Academic Affairs	Academic Affairs	Academic Affairs	Academic Affairs
2018 UNC System Employee Engagement Survey University of North Carolina at Greensboro Organizational Level Spreadsheet VC Area/Division: Academic Affairs	Positive Response	2018 UNC Core Population Aggregate	Academic Administration	Enrollment Management	Graduate Studies/Graduate School	Provost	Univ Tech and Learning Commons	University Libraries	Weatherpoon Art Museum
Total number of survey respondents (522)			17	57	10	8	7	44	7
Job Satisfaction/Support - Average	75	73	80	64	83	67	81	83	43
Teaching Environment - Average	63	65	67	68	79	80	46	69	93
Professional Development - Average	70	67	60	66	80	57	79	73	45
Compensation, Benefits & Work/Life Balance - Average	62	62	70	56	75	66	57	67	25
Facilities - Average	71	70	64	66	80	82	57	74	52
Policies, Resources & Efficiency - Average	61	59	66	55	62	69	59	66	52
Shared Governance - Average	63	56	58	60	70	72	74	65	64
Pride - Average	77	76	79	72	74	79	83	85	71
Supervisors/Department Chairs - Average	75	72	84	70	86	68	78	76	43
Senior Leadership - Average	61	58	52	55	53	71	67	69	56
Faculty, Administration & Staff Relations - Average	56	56	44	46	45	67	36	67	42
Communication - Average	58	54	60	44	58	63	61	64	45
Collaboration - Average	62	57	63	54	69	64	50	71	54
Fairness - Average	57	56	57	52	54	64	49	63	53
Respect & Appreciation - Average	61	58	62	55	68	69	61	62	47
Overall Survey Average 1 - 60	65	63	66	59	69	69	64	70	52
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75% or higher =Excellent									
65% to 74% = Good									
55% to 64% = Fair to Mediocre									
45% to 54% = Warrants Attention									
0 to 44% = Poor									

Appendix F: 2018 ModernThink Employee Engagement Survey Organizational Unit Results: Business Affairs

ModernThink 2018 UNC System Employee Engagement Survey University of North Carolina at Greensboro Organizational Level Spreadsheet VC Area/Division: Business Affairs	Overall	Bench marks	Business Affairs	Business Affairs	Business Affairs	Business Affairs	Business Affairs	Business Affairs
	Positive Responses	2018 UNC Core Population Aggregate	Business Affairs	Campus Enterprises	Campus Police	Facilities	Finance	Human Resources
Total number of survey respondents (210)			21	17	29	82	25	15
Job Satisfaction/Support - Average	66	73	67	71	75	66	68	56
Teaching Environment - Average	64	65	45	67	68	59	70	83
Professional Development - Average	61	67	55	64	67	61	65	50
Compensation, Benefits & Work/Life Balance - Average	58	62	54	70	69	50	66	58
Facilities - Average	79	70	69	82	90	77	78	72
Policies, Resources & Efficiency - Average	58	59	42	64	64	53	67	67
Shared Governance - Average	53	56	28	63	68	49	66	58
Pride - Average	67	76	55	77	68	64	74	73
Supervisors/Department Chairs - Average	64	72	67	69	73	62	69	50
Senior Leadership - Average	52	58	41	69	52	48	58	52
Faculty, Administration & Staff Relations - Average	51	56	41	60	70	46	53	57
Communication - Average	46	54	46	58	46	43	50	48
Collaboration - Average	43	57	41	52	52	38	46	50
Fairness - Average	51	56	44	67	50	50	61	50
Respect & Appreciation - Average	56	58	51	63	59	50	71	61
Overall Survey Average 1 - 60	57	63	50	66	63	54	64	59

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65% to 74% = Good
55% to 64% = Fair to Mediocre
45% to 54% = Warrants Attention
0 to 44% = Poor

Appendix G: 2018 ModernThink Employee Engagement Survey Organizational Unit Results: Student Affairs

ModernThink 2018 UNC System Employee Engagement Survey University of North Carolina at Greensboro Organizational Level Spreadsheet VC Area/Division: Student Affairs	Overall	Bench marks	Student Affairs	Student Affairs	Student Affairs
	Positive Response	2018 UNC Core Population Aggregate	Student Affairs	Student Programs	Student Services
Total number of survey respondents (141)			80	17	36
Job Satisfaction/Support - Average	82	73	86	75	77
Teaching Environment - Average	80	65	85	81	61
Professional Development - Average	75	67	81	61	66
Compensation, Benefits & Work/Life Balance - Average	77	62	83	69	68
Facilities - Average	85	70	89	76	79
Policies, Resources & Efficiency - Average	70	59	77	50	64
Shared Governance - Average	72	56	78	56	58
Pride - Average	84	76	88	80	79
Supervisors/Department Chairs - Average	80	72	82	66	80
Senior Leadership - Average	72	58	76	61	69
Faculty, Administration & Staff Relations - Average	65	56	72	46	57
Communication - Average	65	54	68	62	56
Collaboration - Average	66	57	70	62	59
Fairness - Average	66	56	72	58	56
Respect & Appreciation - Average	70	58	76	55	64
Overall Survey Average 1 - 60	74	63	78	63	67
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Appendix H: 2018 ModernThink Employee Engagement Survey Organizational Unit Results: University Advancement

ModernThink 2018 UNC System Employee Engagement Survey University of North Carolina at Greensboro Organizational Level Spreadsheet VC Area/Division: University Advancement	Overall	Bench marks	University Advancement	University Advancement
	Positive Response	2018 UNC Core Population Aggregate	Development	University Advancement
Total number of survey respondents (32)			8	9
Job Satisfaction/Support - Average	79	73	88	63
Teaching Environment - Average	74	65	84	51
Professional Development - Average	61	67	63	56
Compensation, Benefits & Work/Life Balance - Average	64	62	72	59
Facilities - Average	80	70	88	73
Policies, Resources & Efficiency - Average	60	59	59	55
Shared Governance - Average	71	56	59	39
Pride - Average	93	76	100	80
Supervisors/Department Chairs - Average	82	72	86	72
Senior Leadership - Average	72	58	75	53
Faculty, Administration & Staff Relations - Average	64	56	82	39
Communication - Average	61	54	55	42
Collaboration - Average	62	57	72	45
Fairness - Average	61	56	75	44
Respect & Appreciation - Average	65	58	63	57
Overall Survey Average 1 - 60	71	63	75	56
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75% or higher =Excellent				
65% to 74% = Good				
55% to 64% = Fair to Mediocre				
45% to 54% = Warrants Attention				
0 to 44% = Poor				

Appendix I: 2018 ModernThink Employee Engagement Survey Organizational Unit Results: Unaligned Areas

ModernThink		Overall	Benchmarks	VC Area/Division	VC Area/Division	VC Area/Division	VC Area/Division
2018 UNC System Employee Engagement Survey University of North Carolina at Greensboro Organizational Level Spreadsheet		Positive Response	2018 UNC Core Population Aggregate	Gateway University Research Park	Information Technology Services	Intercollegiate Athletics/Varsity Athletics	Research and Engagement
Total number of survey respondents (1383)				10	51	27	52
Job Satisfaction/Support - Average		75	73	83	80	79	84
Teaching Environment - Average		67	65	76	73	92	80
Professional Development - Average		68	67	80	62	83	73
Compensation, Benefits & Work/Life Balance - Average		64	62	70	74	70	75
Facilities - Average		74	70	100	77	71	88
Policies, Resources & Efficiency - Average		62	59	81	69	72	69
Shared Governance - Average		63	56	78	56	72	72
Pride - Average		77	76	94	81	85	82
Supervisors/Department Chairs - Average		73	72	93	80	91	81
Senior Leadership - Average		63	58	86	67	84	72
Faculty, Administration & Staff Relations - Average		58	56	79	61	74	59
Communication - Average		56	54	70	58	72	64
Collaboration - Average		58	57	68	60	73	67
Fairness - Average		58	56	75	63	74	65
Respect & Appreciation - Average		62	58	74	60	67	68
Overall Survey Average 1 - 60		65	63	81	69	78	73

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55% to 64% = Fair to Mediocre
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0 to 44% = Poor