FOOTHILL COLLEGE
INSTITUTIONAL RESEARCH & PLANNING

MEMO

DATE:	8/29/2023
TO:	Kristina Whalen, President
FROM:	Liz Leiserson, Sr. Research Analyst Elaine Kuo, College Researcher
RE:	2023 Great Colleges to Work For survey summary

Introduction and context

Foothill College participated in the 2023 ModernThink Higher Education Insight Survey, administered as part of the Great Colleges to Work For Program. As one of the most comprehensive workplace surveys in higher education, the survey results help provide insights on the workplace experience for faculty, classified professionals, and administrators, providing baseline data as well as aggregated trend information across peer institutions (based on Carnegie classification). The instrument consists of sixty (60) statements that employees respond to using a five-point scale (Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree). Additionally, there is a Not Applicable response option. While the college publicized the survey effort via targeted emails and in the Parliament, participation was voluntary and no incentives were offered.

Highlights

ModernThink invited 397 Foothill employees, who were identified as part of a random sample by job category, to complete the survey. From this sample, 156 responded, reflecting a 39% response rate. Survey administration occurred between March 6 to March 31, 2023. Table 1 shows that half of the respondents were full-time faculty, while almost one-third were classified professionals.

Table 1. Responses by job category

Job Category	Count	Percent
Administrator	15	10%
Non-Exempt staff (i.e. classified professionals)	45	29%
Faculty	80	51%
Adjunct faculty	16	10%
Total responses	**156**	**100%**

Foothill College's results average across the instrument was 62% compared to 69% among Foothill's peer colleges (Table 2). The survey questions covered ten (10) dimensions: "Job Satisfaction and Support;" "Professional Development;" "Faculty and Staff Well-Being;" "Performance Management;" "Supervisor/Department Chair Effectiveness;" "Communication;" "Collaboration;" "Diversity, Inclusion and Belonging;" "Mission and Pride;" and "Confidence in Senior Leadership." Note that these rates represents the percent of respondents who answered "Strongly Agree" or "Agree" to the statements comprising each dimension.

Table 2. Average score across all dimensions

Foothill (overall)	Peer colleges[i] (overall)
62%	69%

When these rates are disaggregated by job category, administrators' overall scores (73%) are higher than full-time faculty's (56%), indicating that administrators were more likely to answer "Strongly Agree" or "Agree" to the survey statements (Table 3).

Table 3. Overall scores by job category

Job Category	Average rating
Administrator	73%
Non-Exempt staff (i.e. classified professionals)	68%
Faculty	56%
Adjunct faculty	69%
Overall	**62%**

An examination of the dimensions that resulted in the highest scores where Foothill respondents and Foothill's peer colleges were more likely to "Strongly Agree" or "Agree" include "Mission and Pride" and "Job Satisfaction and Support" (Table 4).

"Mission and Pride" survey questions included:
- I understand on my job contributes to this institution's mission.
- Overall, my department is a good place to work.
- I am proud to be part of this institutions.
- The institution actively contributes to the community.
- I would recommend working here to my family and/or friends.

"Job Satisfaction and Support" survey questions included:
- My job makes good use of my skills and abilities.
- I am given the responsibility and freedom to do my job.
- I am provided the resources I need to be effective in my job.
- I am paid fairly for my work.
- The work I do is meaningful to me.
- The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.
- The institution's benefits meet my needs.

Table 4. Dimensions (constructs) with the highest scores

Foothill	Peer colleges
Mission and pride	Mission and pride
Job satisfaction and support	Diversity, inclusion, belonging
Faculty and staff well being	Faculty and staff well being
Supervisor/Dept chair effectiveness	Job Satisfaction and support / Supervisor/Dept chair effectiveness (tie)

An examination of the dimensions that resulted in lower scores where Foothill respondents and Foothill's peer colleges were less likely to "Strongly Agree" or "Agree" include "Performance Management" and "Confidence in Senior Leadership" (Table 5).

"Performance Management" survey questions included:
- I am regularly recognized for my contributions.
- Promotions in my department are based on a person's performance.
- Our review process accurately measures my job performance.
- Issues of low performance are addressed in my department.
- Our recognition and awards programs are meaningful to me.

"Confidence in Senior Leadership" survey questions included:
- Senior leadership provides a clear direction for this institution's future.
- Senior leadership has the knowledge, skills and experience necessary for institutional success.
- Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.
- Senior leadership communicates openly about important matters.
- I believe what I am told by senior leadership.
- This institution is well run.

Table 5. Dimensions (constructs) with the lowest scores

Foothill	Peer colleges
Performance management*	Performance management
Confidence in senior leadership*	Confidence in senior leadership
Communication	Communication

*Survey results indicate these areas may warrant attention and are areas for improvement.
Area trends were the same across job categories. Faculty (FT) had the lowest average score.

Conclusions

The survey results suggest Foothill College's workplace climate pattern is largely consistent with other comparable colleges. Dimensions where Foothill recorded more "Strongly Agree" and "Agree" responses were similar to those where Foothill's peer colleges also scored highly. Foothill recorded fewer "Strongly Agree" and "Agree" responses along the same dimensions as its peer colleges. While the overall score for Foothill may be lower than its peer colleges, the

average rate by dimension are comparable. The one area that is proportionally different from this benchmark is "Confidence in Senior Leadership" and this dimension may be worth further consideration and discussion, especially if paired with "Performance Management" as an area for improvement. "Mission and Pride" is a more higher rated dimension, suggesting that many feel good about working at the college and can see how their work fits into the college mission.

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[*]Includes colleges with associate's degree programs and at least one baccalaureate degree program, where more than 50 percent of conferred degrees are at the associate's level.

Basic Classification - CARNEGIE CLASSIFICATION OF INSTITUTIONS OF HIGHER EDUCATION (acenet.edu)
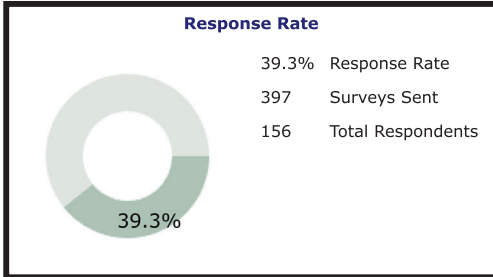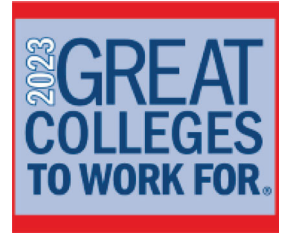
**Survey definitions:
Institution – refers to the entire college.
Department – refers to one's most immediate workgroup or team.
Senior Leadership – refers to the most senior members of the institution (e.g., Chancellor or President and those who report directly to them).
Supervisor/Department Chair – refers to the individual to whom one most directly reports.

ModernThink

Foothill College
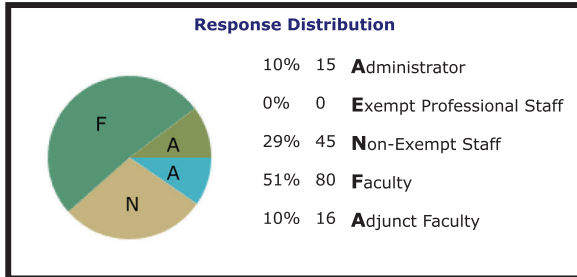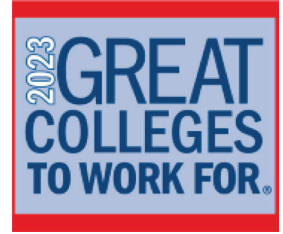## 2023 ModernThink Higher Education Insight Survey
Topline Survey Results

Response Rate

39.3%   Response Rate

397   Surveys Sent

156   Total Respondents

39.3%

2023 GREAT COLLEGES TO WORK FOR.

Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%	45% - 54%	55% - 64%	65% - 74%	75% - 100%

	OVERALL	2023 Honor Roll >10,000	2023 Carnegie Bac-Assoc
Job Satisfaction & Support	71%	81%	74%
Professional Development	62%	75%	68%
Faculty & Staff Well-being	70%	81%	75%
Performance Management	46%	65%	56%
Supervisor/Department Chair Effectiveness	70%	81%	74%
Communication	55%	68%	60%
Collaboration	58%	72%	63%
Diversity, Inclusion & Belonging	69%	81%	75%
Mission & Pride	72%	86%	77%
Confidence in Senior Leadership	43%	71%	60%
Survey Average (1 - 55)	62%	77%	69%

*Results in the first column (two if you participated in the program last year) of the table reflect your institution's average percent positive for each survey dimension, that is, the percentage of your faculty and staff that responded "Strongly Agree" or "Agree" to the statements comprising each dimension. The benchmarks also show average percent positive responses.

Foothill College
2023 ModernThink Higher Education Insight Survey
Topline Survey Results by Job Category

Response Distribution

10%	15	**A**dministrator
0%	0	**E**xempt Professional Staff
29%	45	**N**on-Exempt Staff
51%	80	**F**aculty
10%	16	**A**djunct Faculty

Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%	45% - 54%	55% - 64%	65% - 74%	75% - 100%

	OVERALL	Administrator	Exempt Professional Staff	Non-Exempt Staff	Faculty	Adjunct Faculty
Job Satisfaction & Support	71%	76%	*	75%	67%	73%
Professional Development	62%	62%	*	61%	63%	63%
Faculty & Staff Well-being	70%	77%	*	74%	65%	76%
Performance Management	46%	59%	*	51%	39%	56%
Supervisor/Department Chair Effectiveness	70%	73%	*	81%	63%	72%
Communication	55%	70%	*	65%	47%	57%
Collaboration	58%	69%	*	65%	52%	59%
Diversity, Inclusion & Belonging	69%	80%	*	78%	61%	79%
Mission & Pride	72%	86%	*	79%	65%	78%
Confidence in Senior Leadership	43%	68%	*	43%	33%	70%
Survey Average (1 - 55)	62%	73%	*	68%	56%	69%

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

Foothill College
2023 ModernThink Higher Education Insight Survey
Topline Survey Results by Faculty

Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%	45% - 54%	55% - 64%	65% - 74%	75% - 100%

	OVERALL	2023 Honor Roll Faculty+Adjunct Faculty Aggregate >10,000	Faculty	2023 Honor Roll Faculty+Adjunct Faculty Aggregate >10,000 Faculty	Adjunct Faculty	2023 Honor Roll Faculty+Adjunct Faculty Aggregate >10,000 Adjunct Faculty
Job Satisfaction & Support	68%	81%	67%	82%	73%	76%
Professional Development	63%	77%	63%	77%	63%	76%
Faculty & Staff Well-being	66%	81%	65%	81%	76%	84%
Performance Management	41%	64%	39%	65%	56%	60%
Supervisor/Department Chair Effectiveness	64%	81%	63%	81%	72%	81%
Communication	48%	66%	47%	66%	57%	64%
Collaboration	53%	71%	52%	71%	59%	68%
Diversity, Inclusion & Belonging	64%	78%	61%	78%	79%	81%
Mission & Pride	67%	84%	65%	84%	78%	84%
Confidence in Senior Leadership	39%	69%	33%	68%	70%	76%
Faculty Experience	56%	67%	57%	68%	50%	61%
Survey Average (1 - 60)	58%	75%	56%	75%	67%	74%

GREAT COLLEGES TO WORK FOR
ModernThink Higher Education Insight Survey©
Full Survey by Theme

Instructions:

Consider your typical day at work. For each statement, mark the response option that best describes your experience. If you wish to change your answer, double click on the button to erase your previous answer. The ModernThink Higher Education Insight Survey© consists of sixty statements that employees/faculty respond to using a five-point agreement scale (*Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree*). Additionally, there is a Not Applicable response option.

Definitions:

Institution – refers to the entire University or College.
Department – refers to your most immediate workgroup or team.
Senior Leadership – refers to the most senior members of the institution (*e.g.,* Chancellor or President and those who report directly to them).
Supervisor/Department Chair – refers to the individual to whom you most directly report.

Statements

Collaboration

13. We have opportunities to contribute to important decisions in my department.
23. People in my department work well together.
26. I can count on people to cooperate across departments.
42. There are sufficient opportunities to participate in institutional planning.
53. There's a sense that we're all on the same team at this institution.

Communication

8. When I offer a new idea, I believe it will be fully considered.
14. I can speak up or challenge a traditional way of doing something without fear of harming my career.
21. In my department, we communicate openly about issues that impact each other's work.
22. Changes that affect me are discussed prior to being implemented.
43. At this institution, we discuss and debate issues respectfully to get better results.

Confidence in Senior Leadership

27. Senior leadership provides a clear direction for this institution's future.
32. Senior leadership has the knowledge, skills and experience necessary for institutional success.
37. Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.
41. Senior leadership communicates openly about important matters.
45. I believe what I am told by senior leadership.
52. This institution is well run.

GREAT COLLEGES TO WORK FOR
ModernThink Higher Education Insight Survey©
Full Survey by Theme

Diversity, Inclusion & Belonging

29. In my department, we welcome diversity in all of its forms.
38. This institution has clear and effective procedures for dealing with discrimination.
40. At this institution, diversity in all of its forms is valued.
46. We are making good progress towards becoming a more diverse and inclusive institution.
48. I feel a sense of belonging at this institution.
50. This institution places sufficient emphasis on having diverse faculty, administrators and staff.

Faculty & Staff Well-being

15. My supervisor/department chair shows genuine interest in my well-being.
33. This institution's policies and practices give me the flexibility to manage my work and personal life.
39. This institution takes appropriate steps to protect the health and safety of faculty, staff and students.
44. At work, I know where to go for help with my mental or emotional well-being.
47. My supervisor/department chair supports my efforts to balance my work and personal life.

Faculty Experience (Faculty and Adjuncts only)

56. The role of faculty in shared governance is clearly stated and publicized.
57. Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).
58. There is appropriate recognition of innovative and high quality teaching.
59. Advancement and promotion processes are clear.
60. There is a good balance of teaching, service and research at this institution.

Job Satisfaction & Support

1. My job makes good use of my skills and abilities.
2. I am given the responsibility and freedom to do my job.
4. I am provided the resources I need to be effective in my job.
11. I am paid fairly for my work.
24. The work I do is meaningful to me.
31. The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.
34. This institution's benefits meet my needs.

Mission & Pride

5. I understand how my job contributes to this institution's mission.
25. Overall, my department is a good place to work.
36. I am proud to be part of this institution.
49. This institution actively contributes to the community.
51. I would recommend working here to my family and/or friends.

54. This institution's culture is special – something you don't find just anywhere.
55. All things considered, this is a great place to work.

Performance Management

9. I am regularly recognized for my contributions.
16. Promotions in my department are based on a person's performance.
17. Our review process accurately measures my job performance.
18. Issues of low performance are addressed in my department.
35. Our recognition and awards programs are meaningful to me.

Professional Development

6. I am given the opportunity to develop my skills at this institution.
10. I understand the necessary requirements to advance my career.
28. I have access to the training I need to do my job well.
30. Our onboarding processes prepare new faculty and staff to be effective.

Supervisors/Department Chair Effectiveness

3. My supervisor/department chair makes their expectations clear.
7. I receive feedback from my supervisor/department chair that helps me.
12. I believe what I am told by my supervisor/department chair.
19. My supervisor/department chair is consistent and fair.
20. My supervisor/department chair actively solicits my suggestions and ideas.

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Full Survey by Theme

Benefits Satisfaction

Instructions:
Please rate your satisfaction with the following benefits and programs, using the following satisfaction scale: **Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied, Not Applicable**. If your institution does not offer one of these or you are not able to appropriately evaluate a specific item, please indicate Not Applicable.

HEALTH CARE AND OTHER BENEFITS

1	Medical Insurance
2	Dental Insurance
3	Vision Insurance
4	Short-term Disability Benefits
5	Long-term Disability Benefits
6	Life Insurance
7	Vacation/PTO
8	403b/401k
9	Tuition reimbursement/remission for employees
10	Tuition reimbursement/remission for family members
11	Maternity Leave Policy
12	Paternity Leave Policy
13	Overall Satisfaction with Benefits

GENERAL SATISFACTION

14	Professional/Career Development Programs
15	Physical Work Space Conditions
16	Work/Life Balance Programs
17	Flexible Work Arrangements (e.g. telecommuting, compressed work weeks)
18	Wellness Programs
19	Employee Recognition Programs
20	Employee Activities (e.g. holiday celebrations, volunteering opportunities)

The terminology of the benefits highlighted above can be reworded for schools paying to customize their surveys, but the benefit itself cannot fundamentally change for institutions participating in the Great Colleges program.

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Full Survey by Theme

Open-ended Questions

Instructions:

For each question below, please share your thoughts and opinions as candidly as possible. In order to preserve your anonymity, please do not include your name or other identifying remarks in your responses.

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

Demographics

Instructions:

The following demographic information will help us better understand the patterns and themes in the survey data. As the confidentiality of your responses is critical, ModernThink will not report your individual demographic data to your institution. Group demographic data will only be reported when there are five or more respondents in a particular group. If you make a mistake or wish to change your response, click on the drop down menu or double click your response. If you cannot or do not wish to respond to a question, simply leave it blank or leave "please select" in the field.

Self-selected Demographics – Employees voluntarily select these demographic choices. Highlighted demographics cannot be customized or suppressed for institutions participating in the Great Colleges program.

1. **How many years have you been at this institution?**
   - Less than 1 year
   - 1-2 years
   - 3-4 years
   - 5-7 years
   - 8-10 years
   - 11-15 years
   - 16-20 years
   - 21-25 years
   - More than 25 years
   - Decline to answer

GREAT COLLEGES TO WORK FOR
ModernThink Higher Education Insight Survey©
Full Survey by Theme

2. **Consider your typical work week. What percentage of time are you working <u>on campus</u> versus remotely?**
   - 100% percent of the time
   - 75-99% of the time
   - 50-74% of the time
   - 25-49% of the time
   - Less than 25% of the time

3. **Please select the option that most directly captures the College/School or Division/Department with which you are most closely associated.**
   - College/School
   - Division/Department

   Please select your College/School.
   - Agriculture
   - Architecture
   - Business
   - Dentistry
   - Education
   - Engineering
   - Fine Arts
   - Government
   - Graduate and Professional Studies
   - Law
   - Liberal Arts & Sciences
   - Life Sciences
   - Math & Physical Sciences
   - Medicine
   - Nursing
   - Public Health
   - Social Work / Social Policy
   - Veterinary Medicine
   - Other Academic Area

   Please select your Division/Department.
   - Academic Affairs/Office of the Provost
   - Advancement/Development
   - Athletics
   - Campus Operations (e.g., Facilities, Building & Grounds, Food Services, Public Safety)
   - Communications
   - Diversity and Inclusion
   - Enrollment

GREAT COLLEGES TO WORK FOR
ModernThink Higher Education Insight Survey©
Full Survey by Theme

- Finance
- Human Resources
- Information Technology
- Library/Library Sciences
- Office of the President/Chancellor
- Research
- Student Affairs
- Other Administrative Area

4. What is your gender identity?
- Man
- Woman
- Transgender
- Non-binary
- Another Identity
- Decline to answer

5. What is your age?
- < 25
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50-54
- 55-59
- 60-64
- 65+
- Decline to answer

6. What is your race/ethnicity?
- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Native Hawaiian or Other Pacific Islander
- Two or More Races
- White
- Decline to answer

GREAT COLLEGES TO WORK FOR
ModernThink Higher Education Insight Survey©
Full Survey by Theme

7. **What is your academic role?** *(For Faculty Only)*
   - Department Chair
   - Professor
   - Associate Professor
   - Assistant Professor
   - Instructor
   - Lecturer
   - Visiting Professor
   - Clinical Faculty
   - Research Faculty
   - Research Associate
   - Other

8. **What is your tenure status?** *(For Faculty at 4-year Colleges Only)*
   - Tenured
   - Tenure Track/Untenured
   - Not Tenure Track
   - Permanent Status
   - Earning Permanent Status
   - Decline to answer
   - Not Applicable

Pre-loaded Demographics – Employees are tagged with these demographic choices.

9. **Job Category**
   - Administrator
   - Faculty
   - Exempt Professional Staff
   - Non-exempt Staff
   - Adjunct Faculty

10. **Employment Status**
    - Part-time
    - Full-time