



**COPPIN**  
STATE UNIVERSITY  
— EST. 1900 —

# 2019 Coppin State University Institutional Climate Survey

Richard K. Boyer

August 16th, 2019

**ModernThink**

# Surveys as Strategic Tools

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- **Strategic Planning**
- **Board Mandate**
- **Change in Leadership**
- **Accreditation**
- **Campus Climate Goals**

*"It isn't that they  
can't see  
the solution.  
It's that they  
can't see  
the problem."*

- G. K. Chesterton

# Survey Definitions

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**Institution** refers to the entire University or College.

**Administration** refers to the President and her direct reports, all AVPs and Deans.

**Department** refers to your most immediate workgroup or team.

**Senior Leadership** refers to the most senior members of the institution (e.g. President and those who report directly to them).

**Supervisor/Department Chair** refers to the individual to whom you directly report.

# Coppin Peers

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- Albany State University
- Alcorn State University
- Augusta State University
- Cheyney University
- Henderson State
- Louisiana State University  
Shreveport
- Nicholls State
- The University of North Carolina  
at Pembroke
- New Jersey City University
- North Carolina A & T State  
University
- Virginia State University
- Western New Mexico University
- Morgan State University

# Survey Overview

## Survey Instrument

- 60 core belief statements
- 2 additional statements
- 15 demographic questions
- 2 open-ended questions

## Methodology

- Online survey administered March 13 – 29, 2019

## Response Rates

- 2019 Overall response rate: 230/521 – 44%

## Benchmark

- 2019 Honor Roll – Small (<3,000 students)

60

Survey statements on a 5-point agreement scale

Additional statements on a 5-point agreement scale

2

15

Demographic Questions

Open-Ended Questions

2

# Response Rates by Pre-loaded Job Category

Pre-Loaded Job Category	Total	Responded	% Responded
All Employees	521	230	44%
Administration	17	16	94%
Regular Exempt	139	95	68%
Faculty 12 Month	10	6	60%
Cont. Exempt Level 2	14	6	43%
Faculty 10 Month	103	44	43%
Cont. Non-Exempt Level 2	28	11	39%
FTNTTFAC	8	3	38%
Regular Non-Exempt	94	34	36%
Adjunct Faculty	108	15	14%

# Response Guidelines

**Response Options:** *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Not Applicable*

**Positive Responses**  
*Strongly Agree, Agree*

**Negative Responses**  
*Strongly Disagree, Disagree*

Guideline Score	Description	Guideline Score
75% +	Exceptional – Very Good	< 10%
65 – 74%	Fair – Good	10 – 14%
55 – 64%	Yellow Flag	15 – 19%
45 – 54%	Red Flag	20 – 29%
< 45%	Acute	30% +

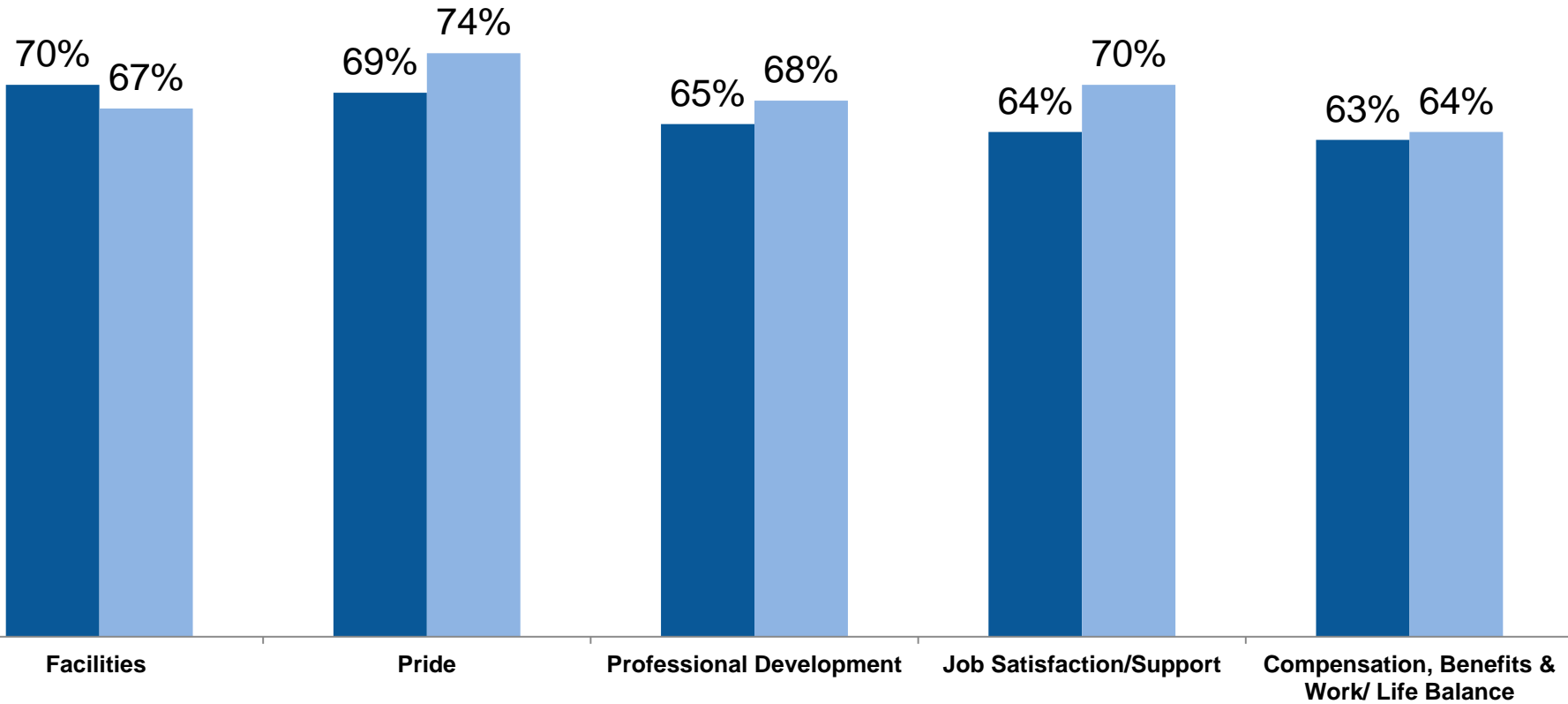
# Survey Dimensions

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



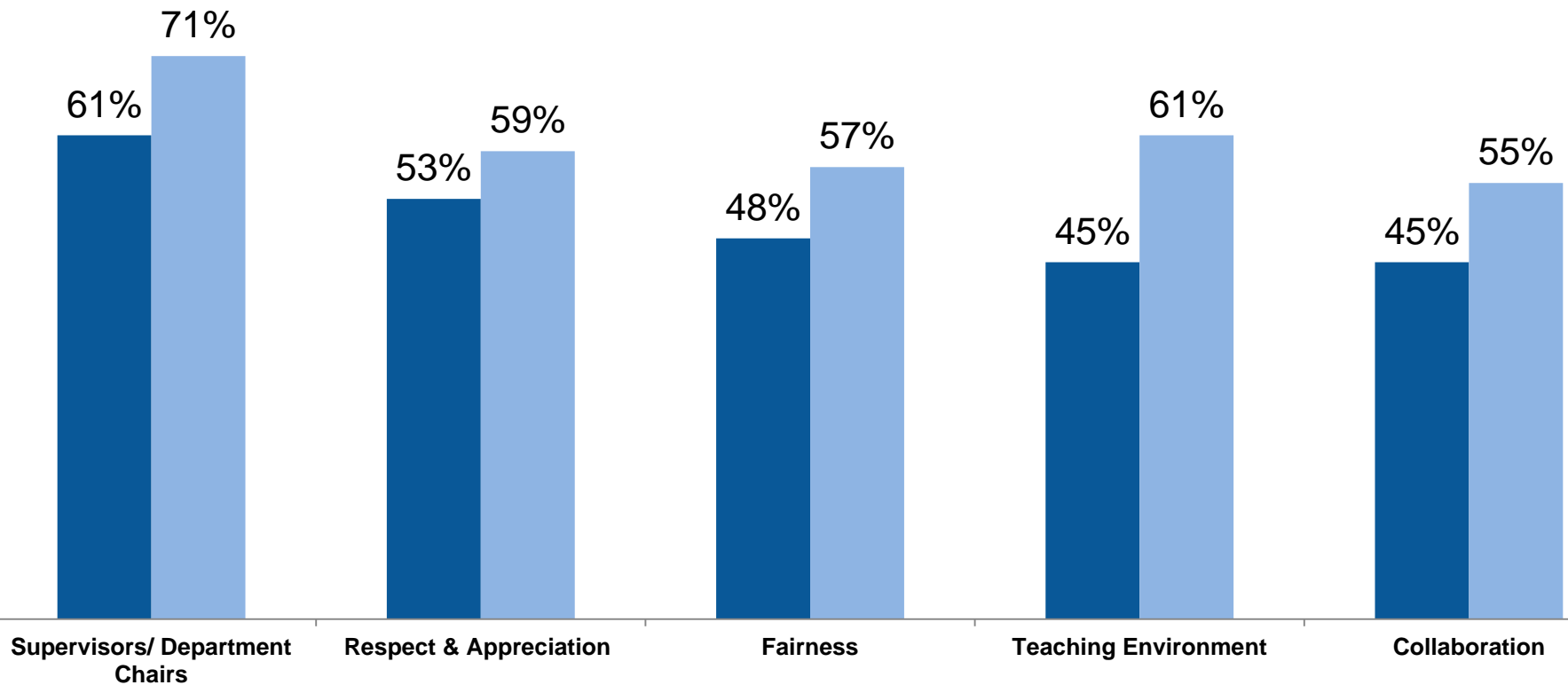
# Dimensions

■ 2019 Coppin ■ 2019 Peer Benchmark



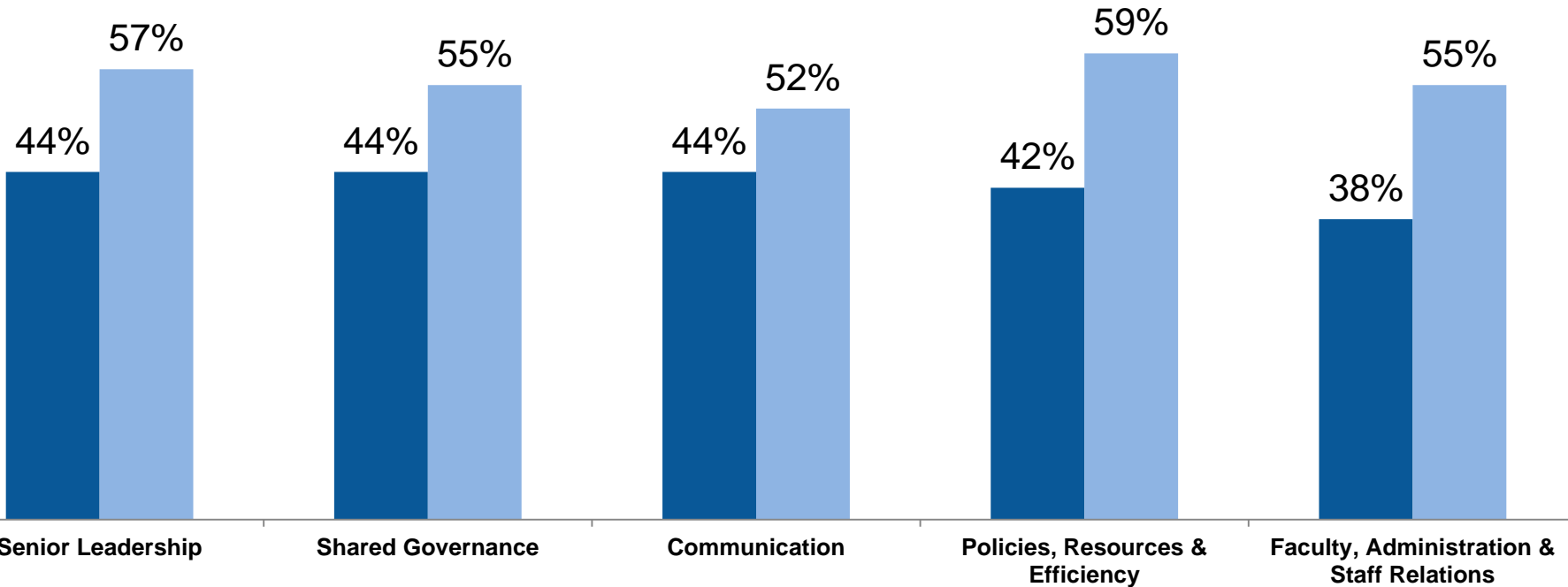
# Dimensions

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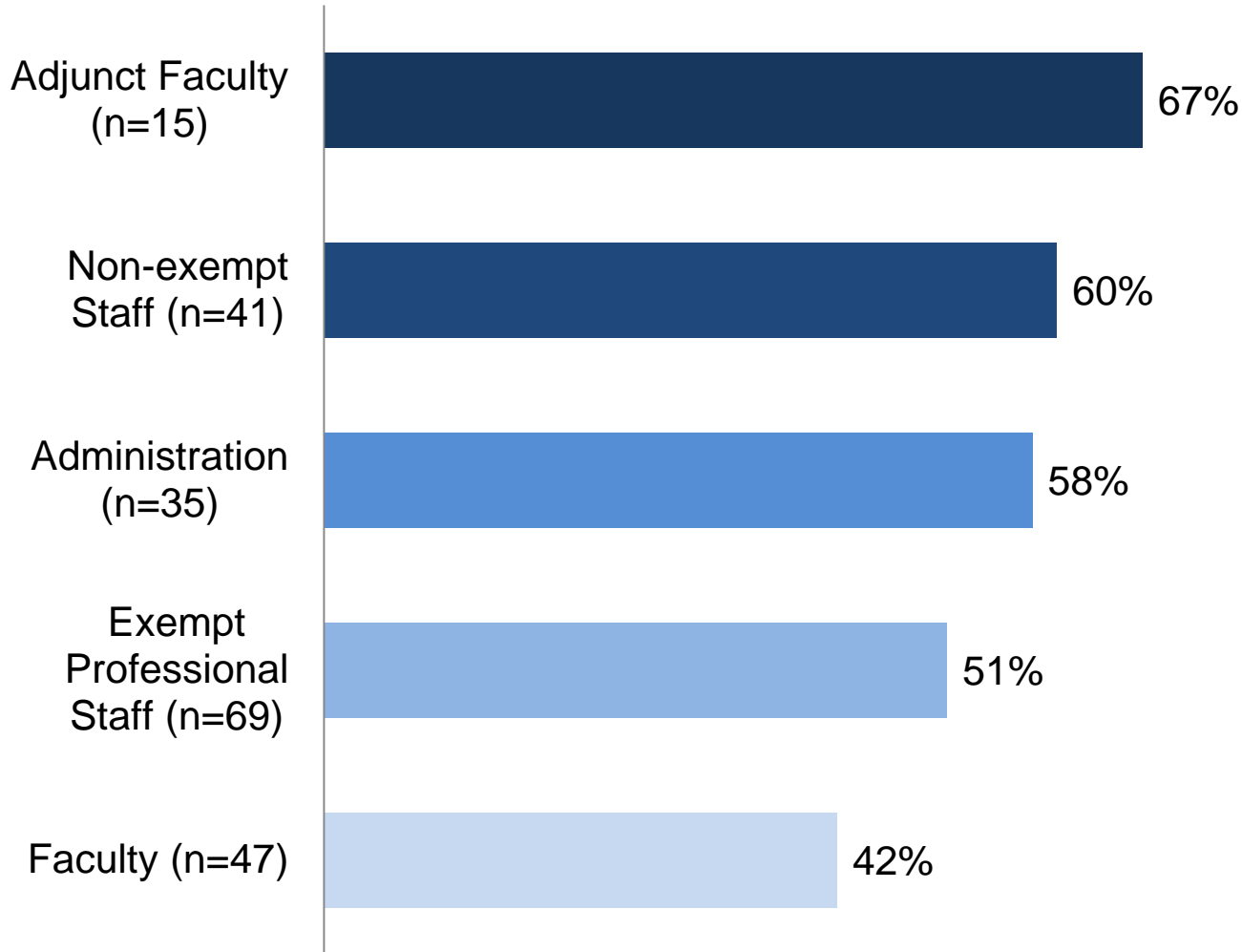


# Dimensions

■ 2019 Coppin ■ 2019 Peer Benchmark



# Job Category (Overall % Positive 1 – 60)



# Barometer Statements by Job Category

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Positive	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
25	Overall, my department is a good place to work.	67	10	75	8
60	All things considered, this is a great place to work.	55	11	69	9
59	This institution's culture is special – something you don't find just anywhere.	57	21	59	16

# Top Ten Statements

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
5	I understand how my job contributes to this institution's mission.	94	2	89	3
24	I have a good relationship with my supervisor/department chair.	76	7	81	7
47	My supervisor/department chair supports my efforts to balance my work and personal life.	75	7	80	8
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	75	8	59	16
34	This institution's benefits meet my needs.	75	8	70	8

Statements are sorted by highest **positive** response.

# Top Ten Statements

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
36	I am proud to be a part of this institution.	71	5	78	5
2	I am given the responsibility and freedom to do my job.	71	8	78	7
1	My job makes good use of my skills and abilities.	71	11	75	7
10	I understand the necessary requirements to advance my career.	69	13	68	13
25	Overall, my department is a good place to work.	67	10	75	8

Statements are sorted by highest **positive** response.

# Strengths

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- Job Fit, Autonomy & Pride
- Benefits & Work/Life Balance
- Facilities
- Professional Development
- Supervisor/Department Chair Competencies
- Diversity, Equity & Inclusion



# Job Fit, Autonomy & Pride

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
1	My job makes good use of my skills and abilities.	71	11	75	7
2	I am given the responsibility and freedom to do my job.	71	8	78	7
5	I understand how my job contributes to this institution's mission.	94	2	89	3
36	I am proud to be part of this institution.	71	5	78	5

# Benefits & Work/Life Balance

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
34	This institution's benefits meet my needs.	75	8	70	8
47	My supervisor/department chair supports my efforts to balance my work and personal life.	75	7	80	8
53	This institution's policies and practices give me the flexibility to manage my work and personal life.	63	13	69	9

# Facilities

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	75	8	59	16
29	The institution takes reasonable steps to provide a safe and secure environment for the campus.	65	17	75	9

# Professional Development

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark% Negative
6	I am given the opportunity to develop my skills at this institution.	61	14	67	12
10	I understand the necessary requirements to advance my career.	69	13	68	13

# Supervisor/Department Chair Competencies

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
24	I have a good relationship with my supervisor/department chair.	76	7	81	7
3	My supervisor/department chair makes his/her expectations clear.	62	13	72	11
15	My supervisor/ department chair regularly models this institution's values.	61	13	74	11
19	My supervisor/department chair is consistent and fair.	59	17	67	13
20	My supervisor/department chair actively solicits my suggestions and ideas.	61	18	66	14

# Diversity, Equity & Inclusion

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark% Positive
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	61	12	75	9
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	63	16	71	10
54	This institution has clear and effective procedures for dealing with discrimination.	67	11	73	9

# Bottom Ten Statements

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Benchmark % Positive	2019 Peer Benchmark % Negative
28	My department has adequate faculty/staff to achieve our goals.	25	52	37	39
11	I am paid fairly for my work.	38	44	38	38
58	There's a sense that we're all on the same team at this institution.	26	42	42	25
57	This institution is well run.	24	39	50	17
30	Our orientation program prepares new faculty, administration and staff to be effective.	36	37	52	20

Statements are sorted by highest **negative** response.

# Bottom Ten Statements

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
16	Promotions in my department are based on a person's ability.	41	35	48	26
33	There is a good balance of teaching, service and research at this institution.	32	34	63	16
27	Senior leadership provides a clear direction for this institution's future.	40	34	55	19
22	Changes that affect me are discussed prior to being implemented.	39	32	45	24
43	At this institution, we discuss and debate issues respectfully to get better results.	31	30	45	21

Statements are sorted by highest **negative** response.



# Opportunities

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- Resource Constraints - Compensation & Staffing
- Performance Management/Accountability
- Communication
- Collaboration
- Shared Governance
- Senior Leadership
- Respect & Appreciation

# Resource Constraints - Compensation & Staffing

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
11	I am paid fairly for my work.	38	44	38	38
28	My department has adequate faculty/staff to achieve our goals.	25	52	37	39
4	I am provided the resources I need to be effective in my job.	50	20	56	16

# Performance Management/Accountability

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
30	Our orientation program prepares new faculty, administration and staff to be effective.	36	37	52	20
17	Our review process accurately measures my job performance.	49	26	54	19
7	I receive feedback from my supervisor/department chair that helps me.	55	19	67	14
18	Issues of low performance are addressed in my department.	41	30	50	23
16	Promotions in my department are based on a person's ability.	41	35	48	26

# Communication

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
8	When I offer a new idea, I believe it will be fully considered.	50	20	57	16
21	In my department, we communicate openly about issues that impact each other's work.	57	19	59	17
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	52	25	57	19
22	Changes that affect me are discussed prior to being implemented.	39	32	45	24
43	At this institution, we discuss and debate issues respectfully to get better results.	31	30	45	21

# Collaboration

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
13	We have opportunities to contribute to important decisions in my department.	55	17	61	15
23	People in my department work well together.	55	15	63	10
26	I can count on people to cooperate across departments.	45	22	52	13
58	There's a sense that we're all on the same team at this institution.	26	42	42	25

# Shared Governance

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
38	The role of faculty in shared governance is clearly stated and publicized.	50	23	56	17
*61	The role of staff (senate) in shared governance is clearly stated and publicized.	52	21	-	-
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	50	18	64	12
42	Faculty, administration and staff are meaningfully involved in institutional planning.	33	29	44	21
46	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	39	22	61	10

\*Benchmark data not available for custom statements

# Senior Leadership

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
32	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	48	18	64	12
62	Our academic deans have the knowledge, skills and experience necessary for institutional success.	44	28	-	-
27	Senior leadership provides a clear direction for this institution's future.	40	34	55	19
41	Senior leadership communicates openly about important matters.	36	25	52	18
56	I believe what I am told by senior leadership.	45	22	53	16

Benchmark data not available for custom statements

# Respect & Appreciation

Survey Statement		2019 Coppin Overall % Positive	2019 Coppin Overall % Negative	2019 Peer Bench- mark % Positive	2019 Peer Bench- mark % Negative
9	I am regularly recognized for my contributions.	46	29	51	22
35	Our recognition and awards programs are meaningful to me.	44	25	46	25
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	43	27	52	21
52	We celebrate significant milestones and important accomplishments at this institution.	57	12	67	8



# Questions

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# Additional Resources

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# Employee Engagement

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## SHRM

*Employee engagement is a key business driver for organizational success. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. **A complex concept, engagement is influenced by many factors—from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation.***

## CUPA-HR

*Employee engagement is the act of committing - rationally or emotionally - to something or someone within the organization. Engaged employees hold a positive emotional connection to their work. **They value, enjoy and believe in their jobs, managers, teams, and organizations.***

# 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
- **Professional Development** – 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 & Work/Life Balance** – captures information about the perceived fairness of compensation and the effectiveness of the benefits offered
- **Facilities** – 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
- ***Shared Governance*** – captures information about the perception of inclusion and cooperation as related to shared governance
- ***Pride*** – evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution
- ***Supervisor/Department Chairs*** – provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies
- ***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

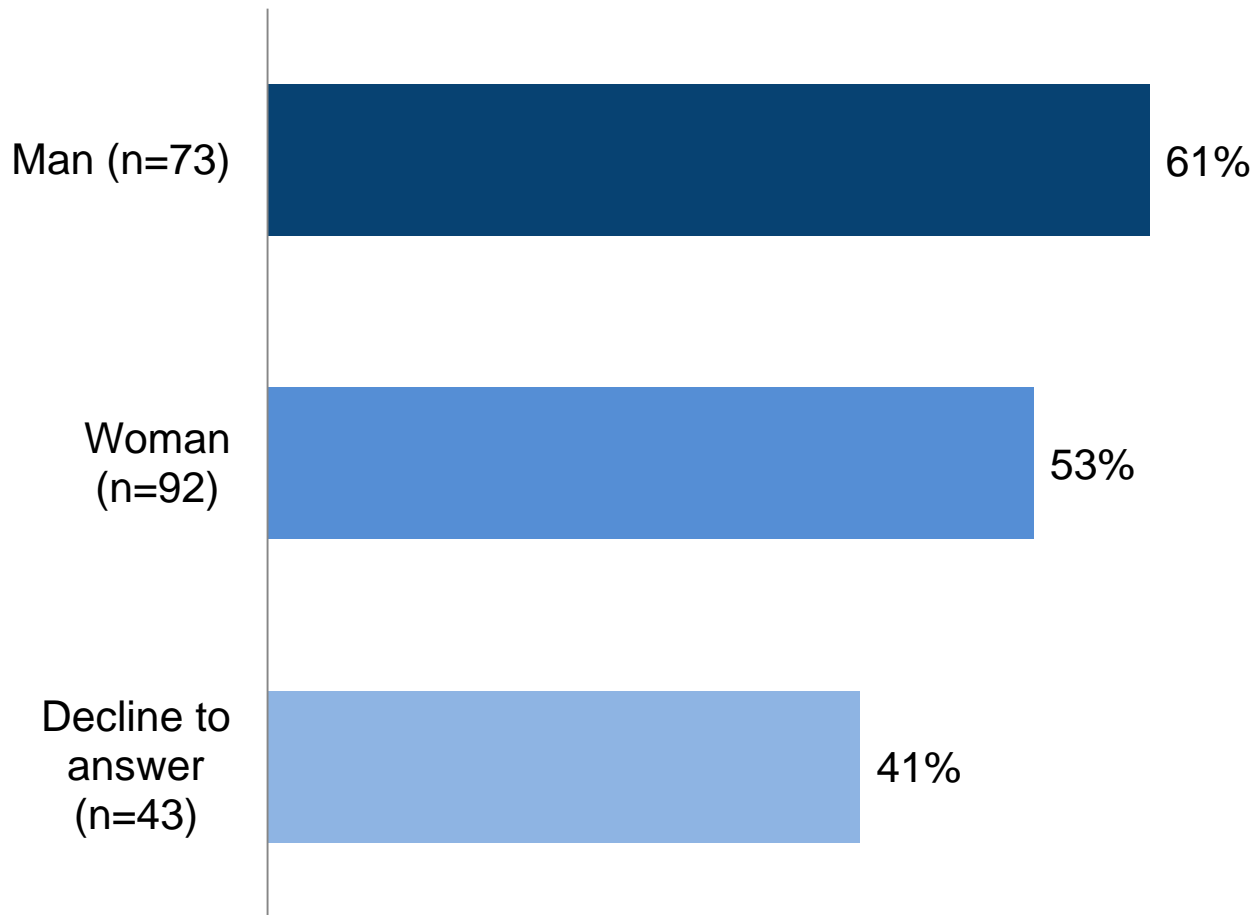
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- **Faculty, Administration & Staff Relations** – provides insight into the quality of faculty, administration and staff relations with a focus on the perception of support, cooperation and collegiality throughout the institution
- **Communication** – 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

# Innovation Index

Survey Statement		2019 Coppin Overall	2019 Coppin Overall	2019 Peer Bench- mark	2019 Peer Bench- mark
		% Positive	% Negative	% Positive	% Negative
8	When I offer a new idea, I believe it will be fully considered.	50	20	57	16
13	We have opportunities to contribute to important decisions in my department.	55	17	61	15
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	52	25	57	19
20	My supervisor/department chair actively solicits my suggestions and ideas.	61	18	66	14
22	Changes that affect me are discussed prior to being implemented.	39	32	45	24
42	Faculty, administration and staff are meaningfully involved in institutional planning.	33	29	44	21

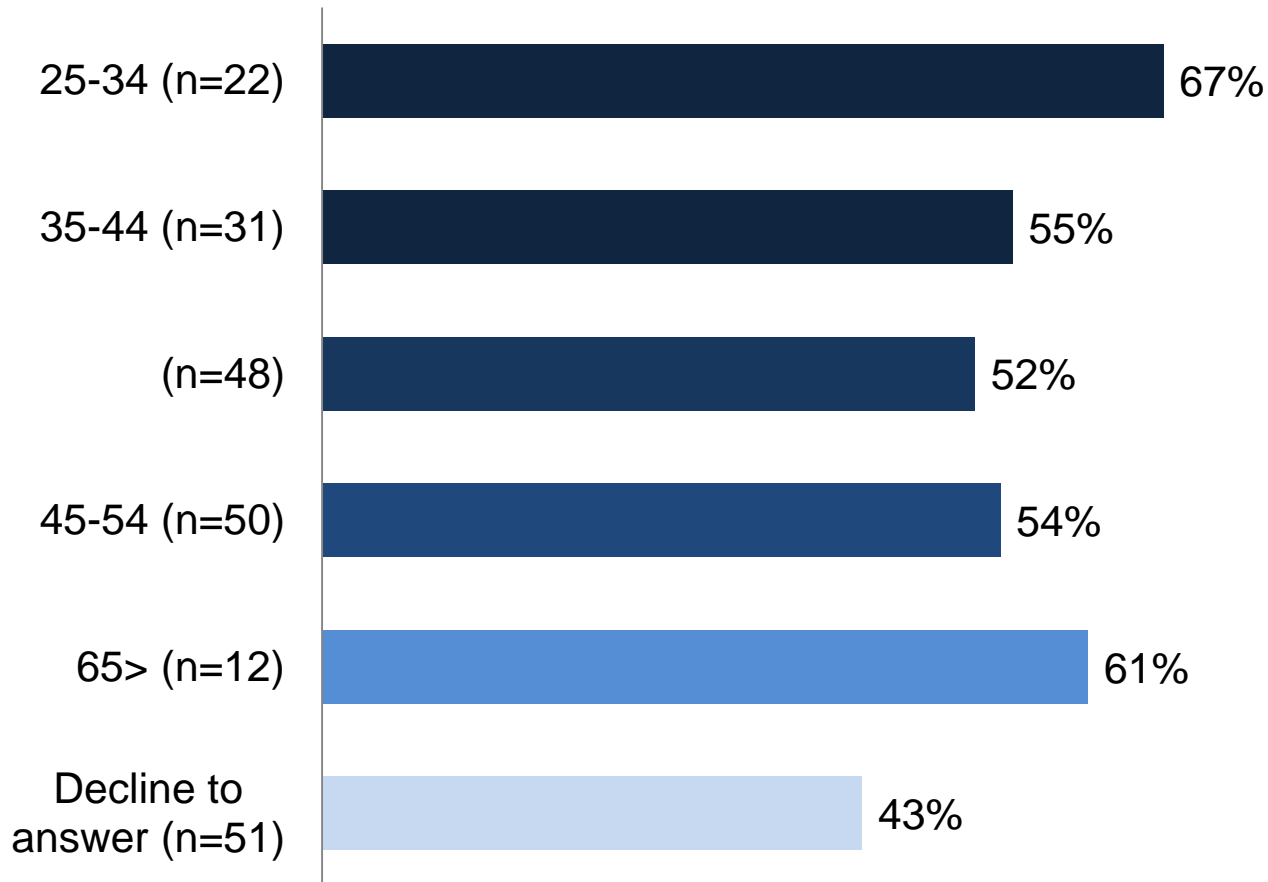
# Gender (Overall % Positive 1 – 60)





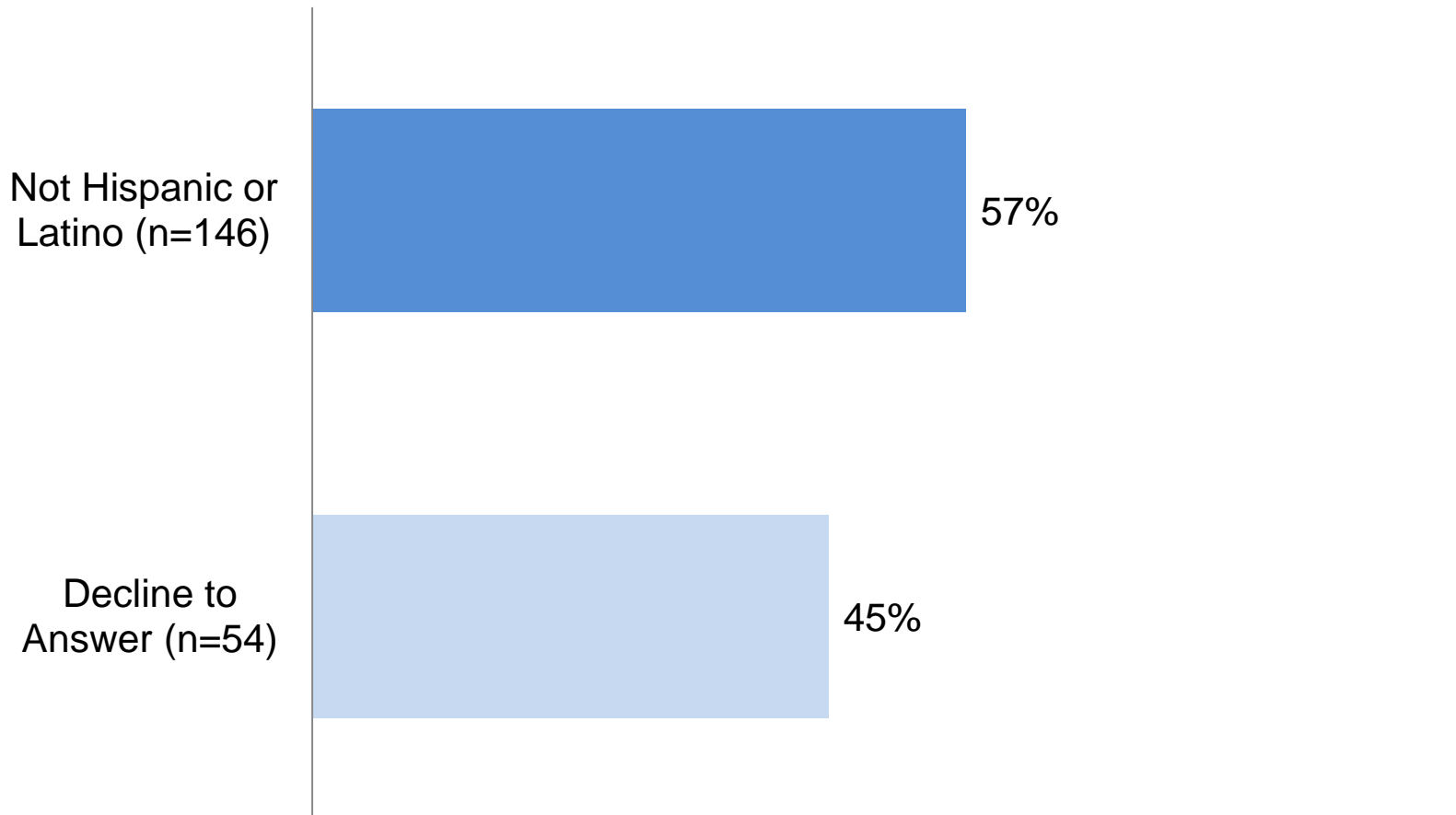
# Age

(Overall % Positive 1 – 60)

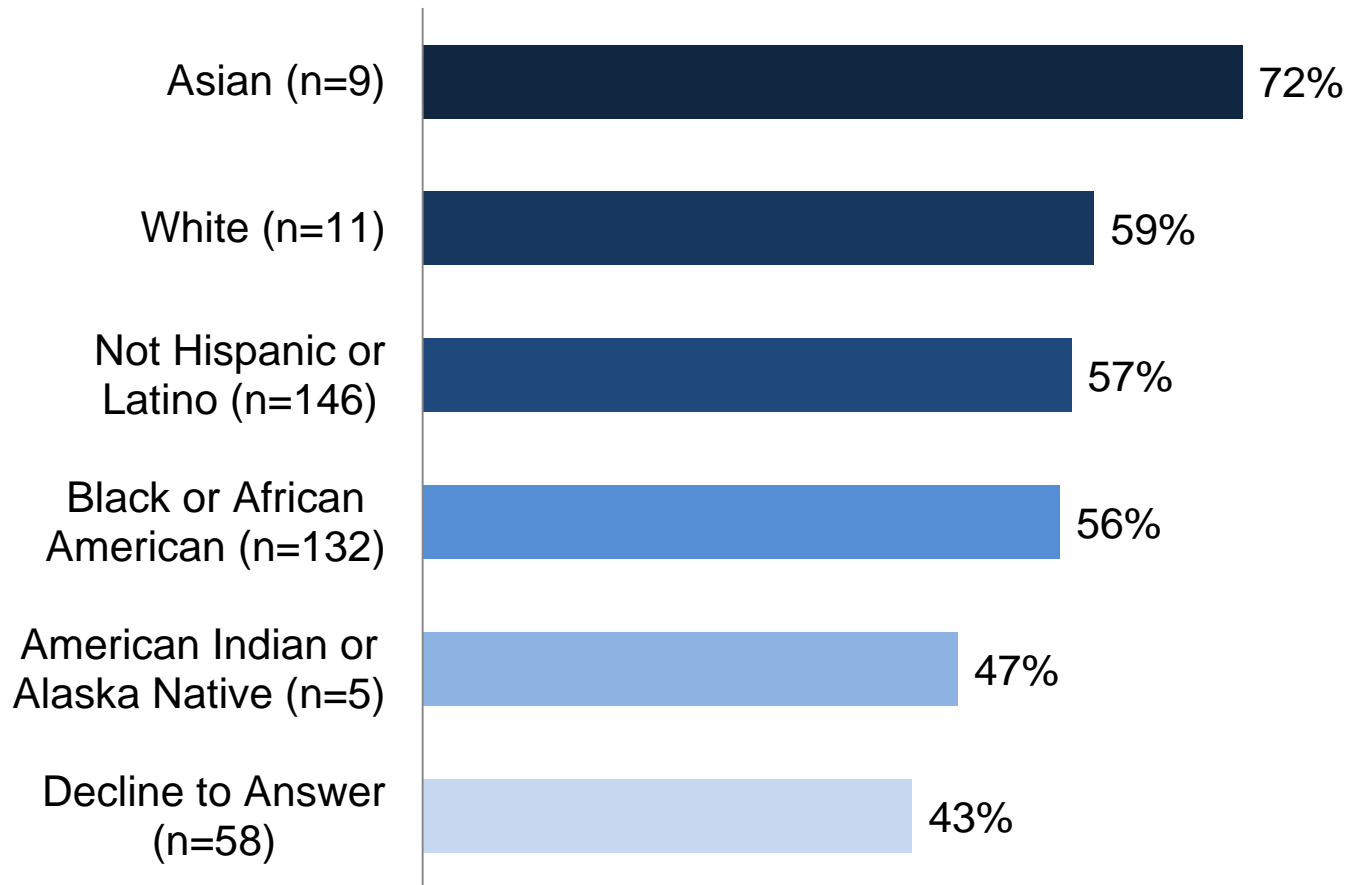


# Ethnicity

(Overall % Positive 1 – 60)

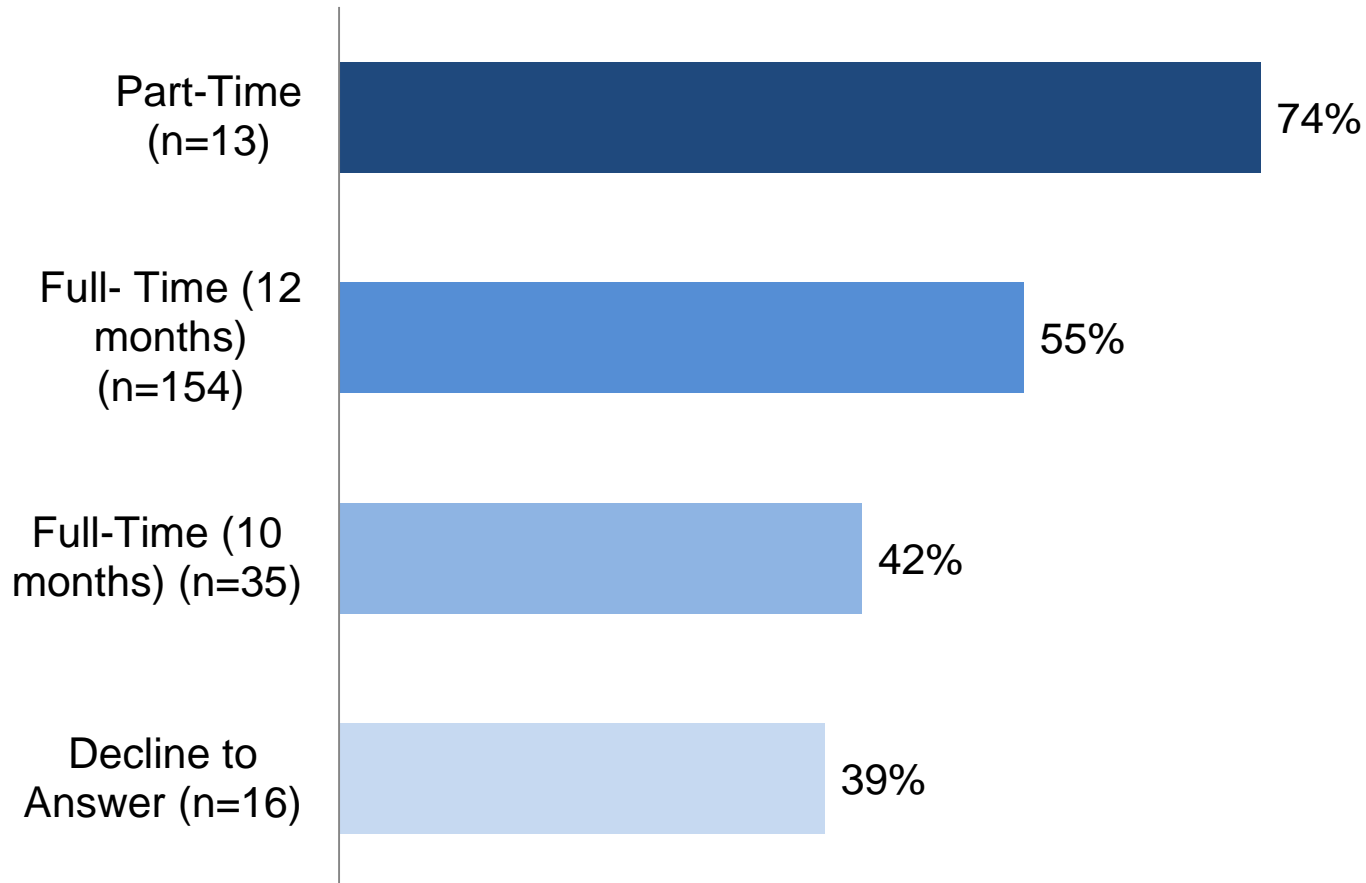


# Race/Ethnicity (Overall % Positive 1 – 60)



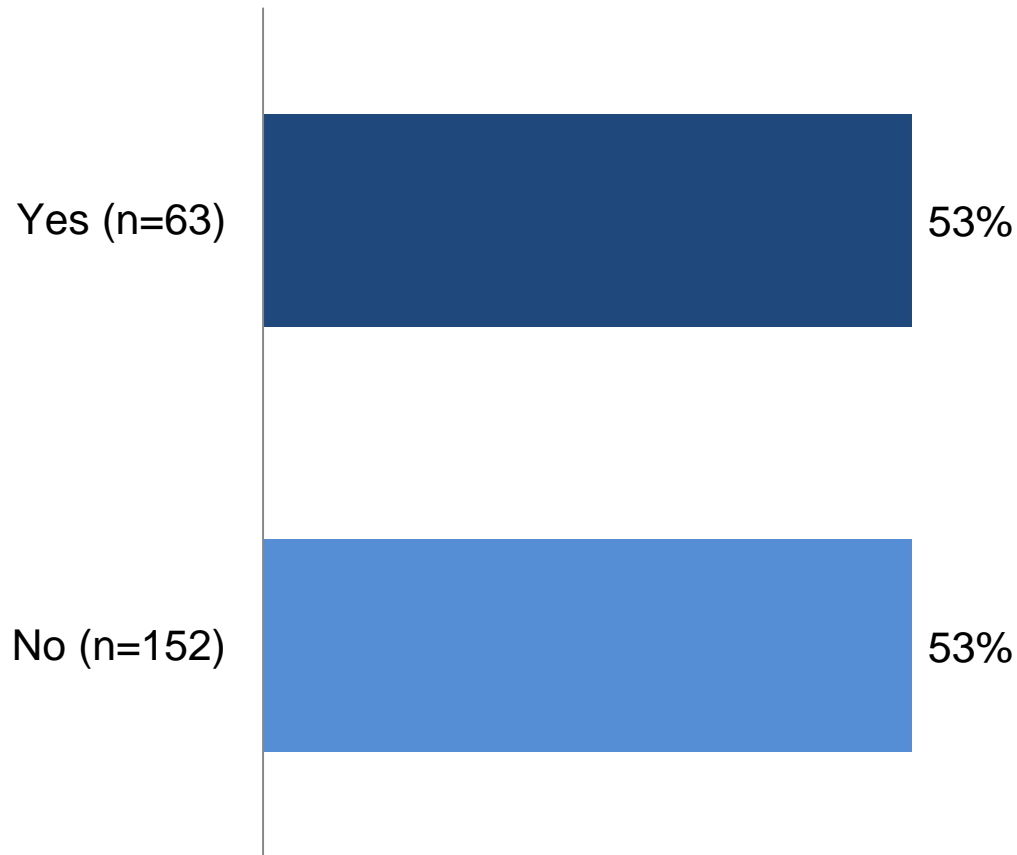
# Job Status

(Overall % Positive 1 – 60)

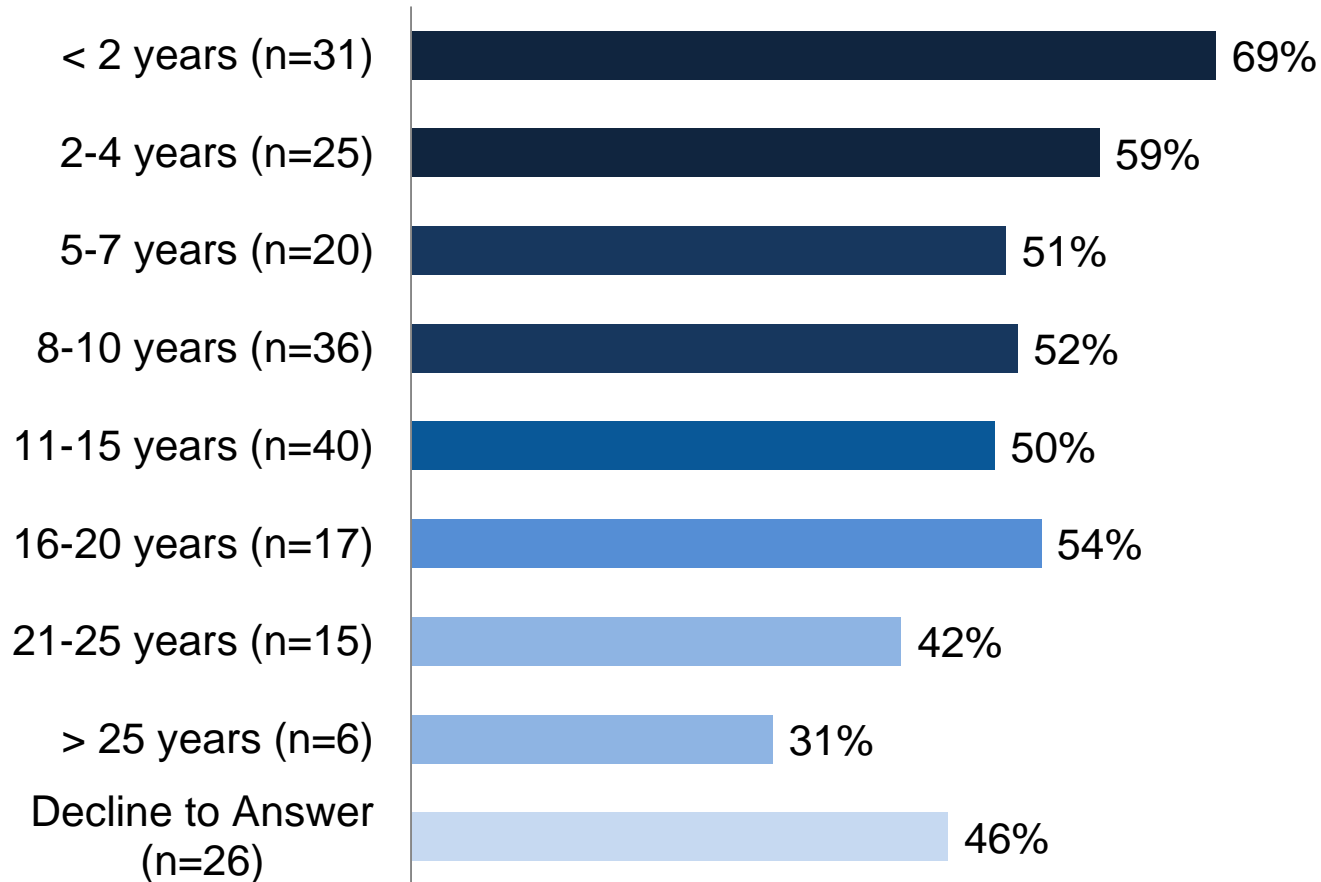


# Supervisory Status

(Overall % Positive 1 – 60)

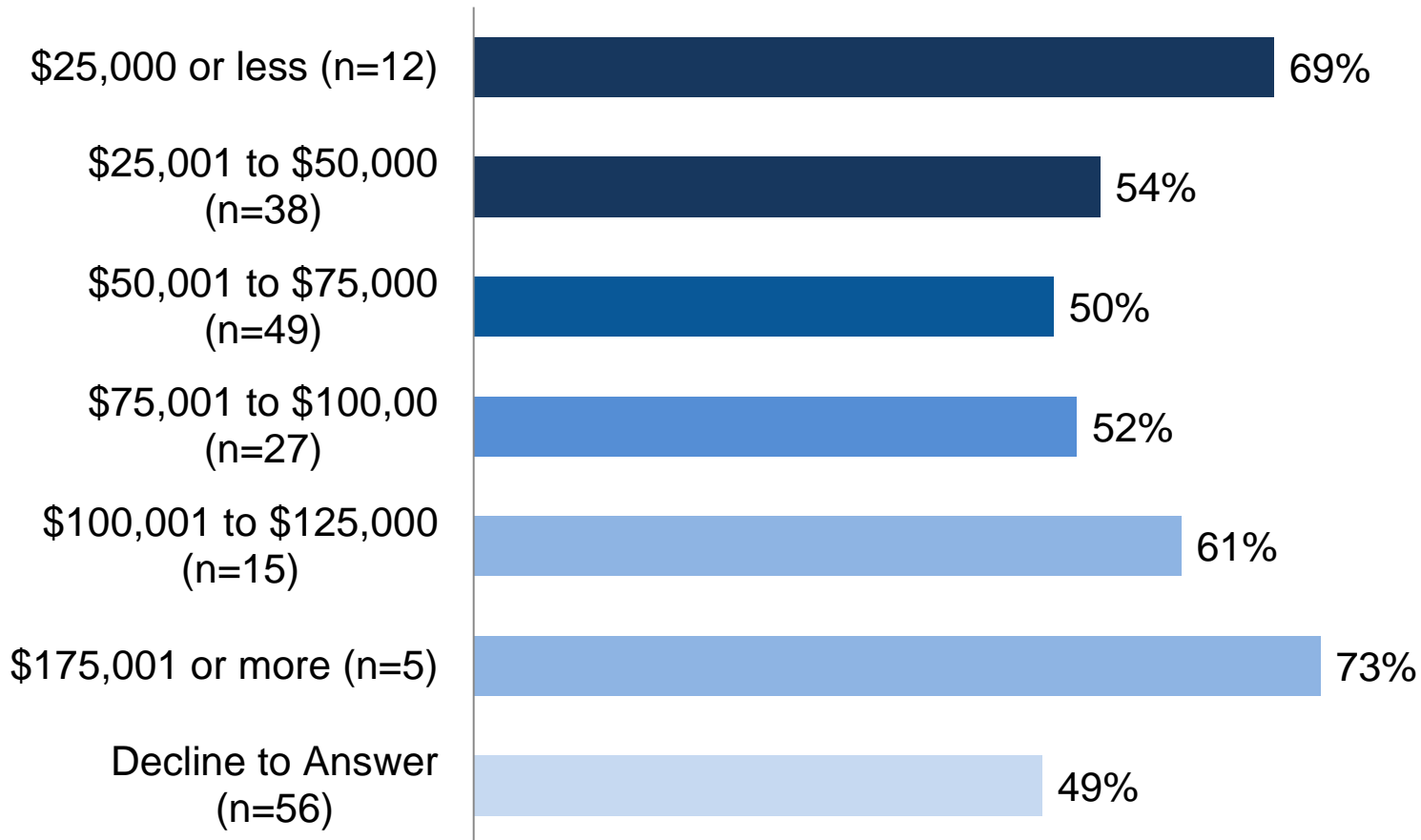


# Years at Institution (Overall % Positive 1 – 60)



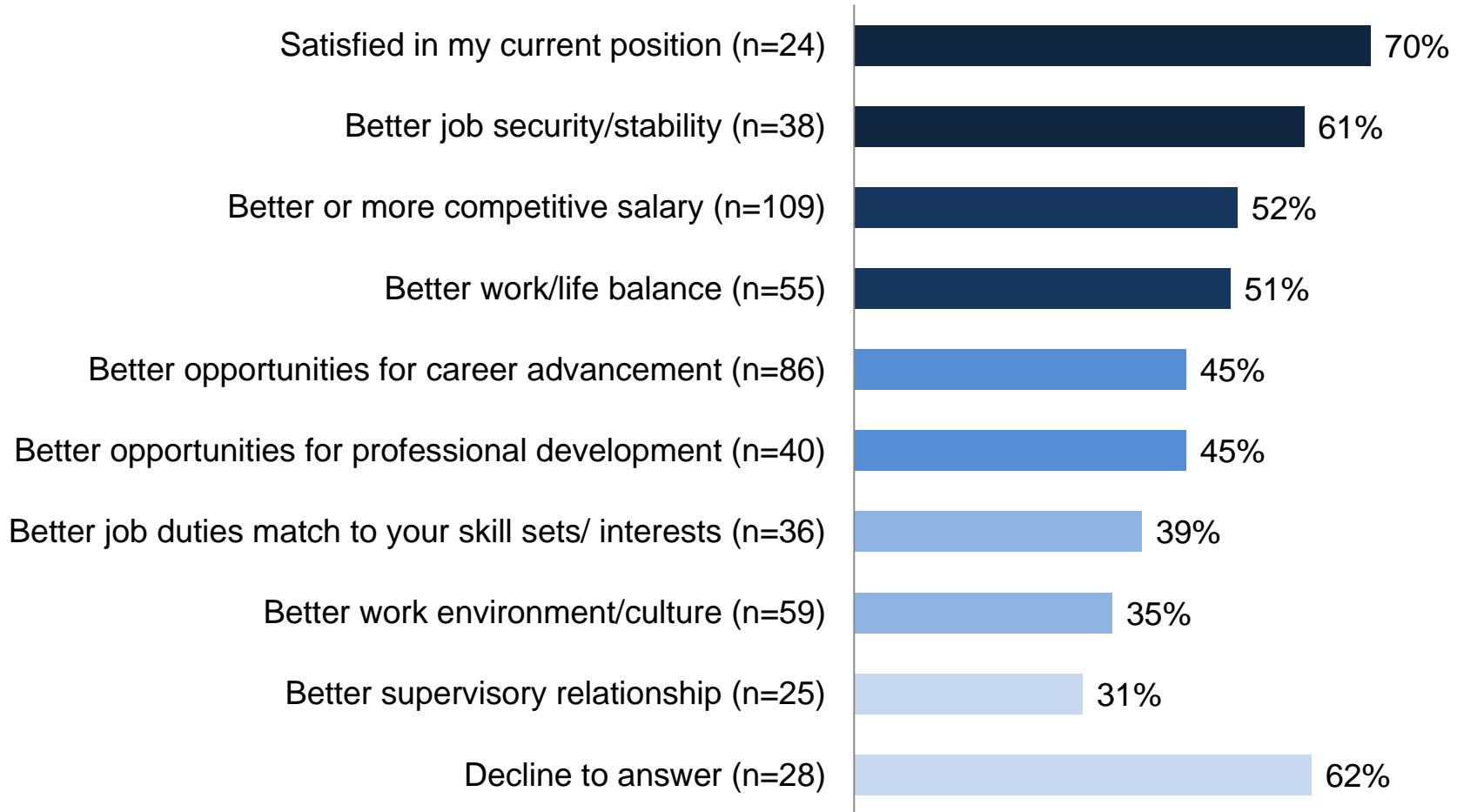
# Annual Salary

(Overall % Positive 1 – 60)



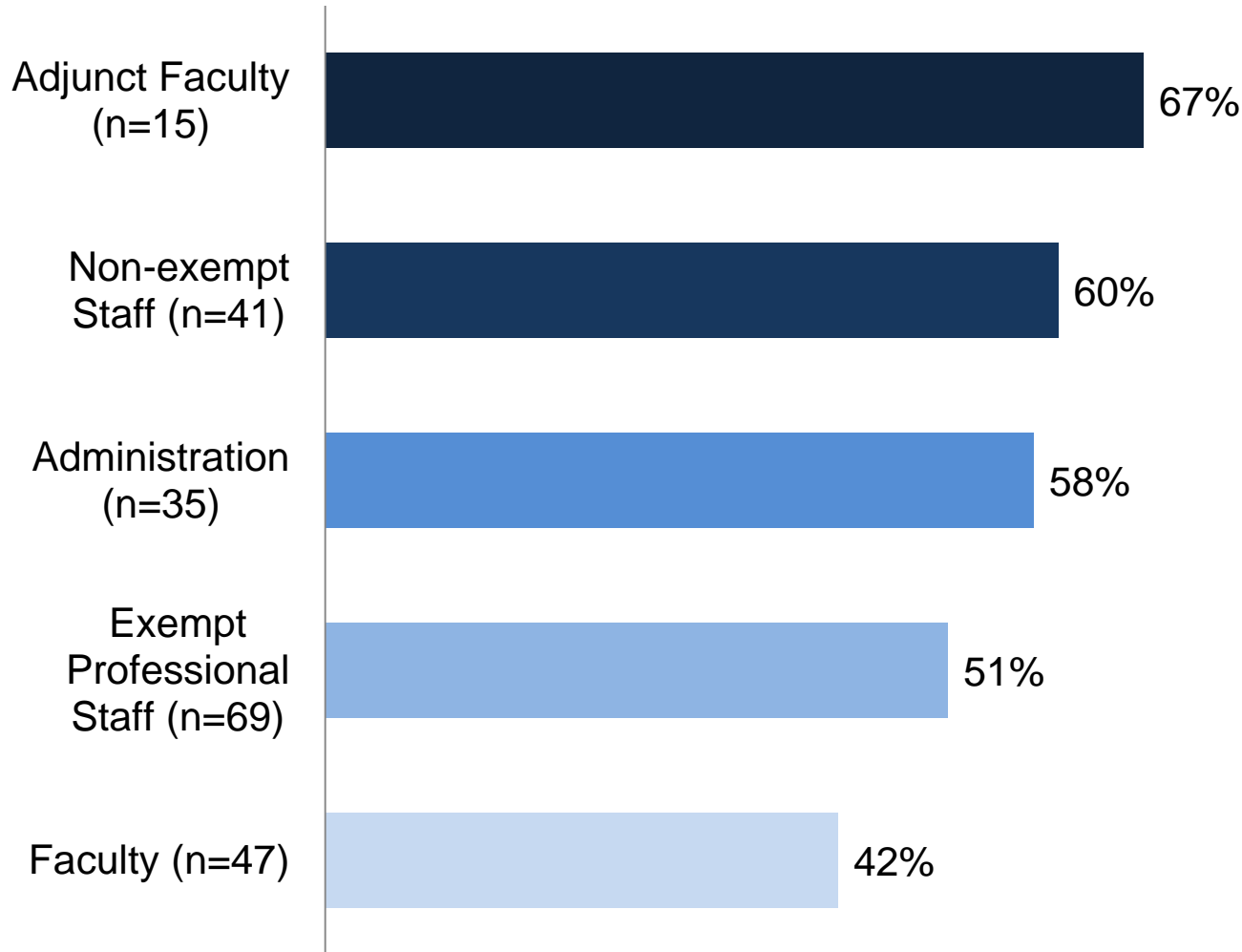
# Reasons for Leaving

(Overall % Positive 1 – 60)



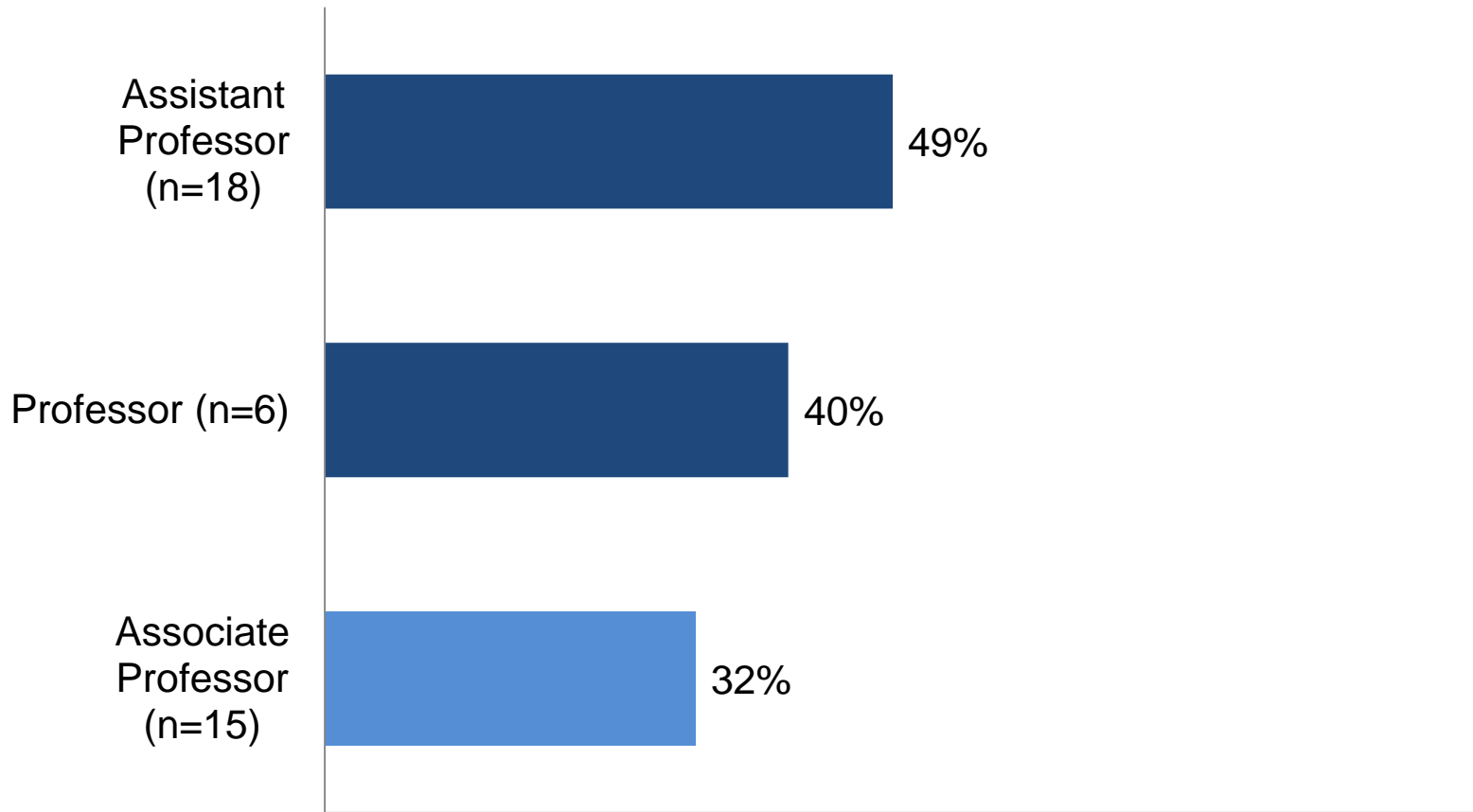


# Faculty Job Role (Overall %Positive 1 – 60)

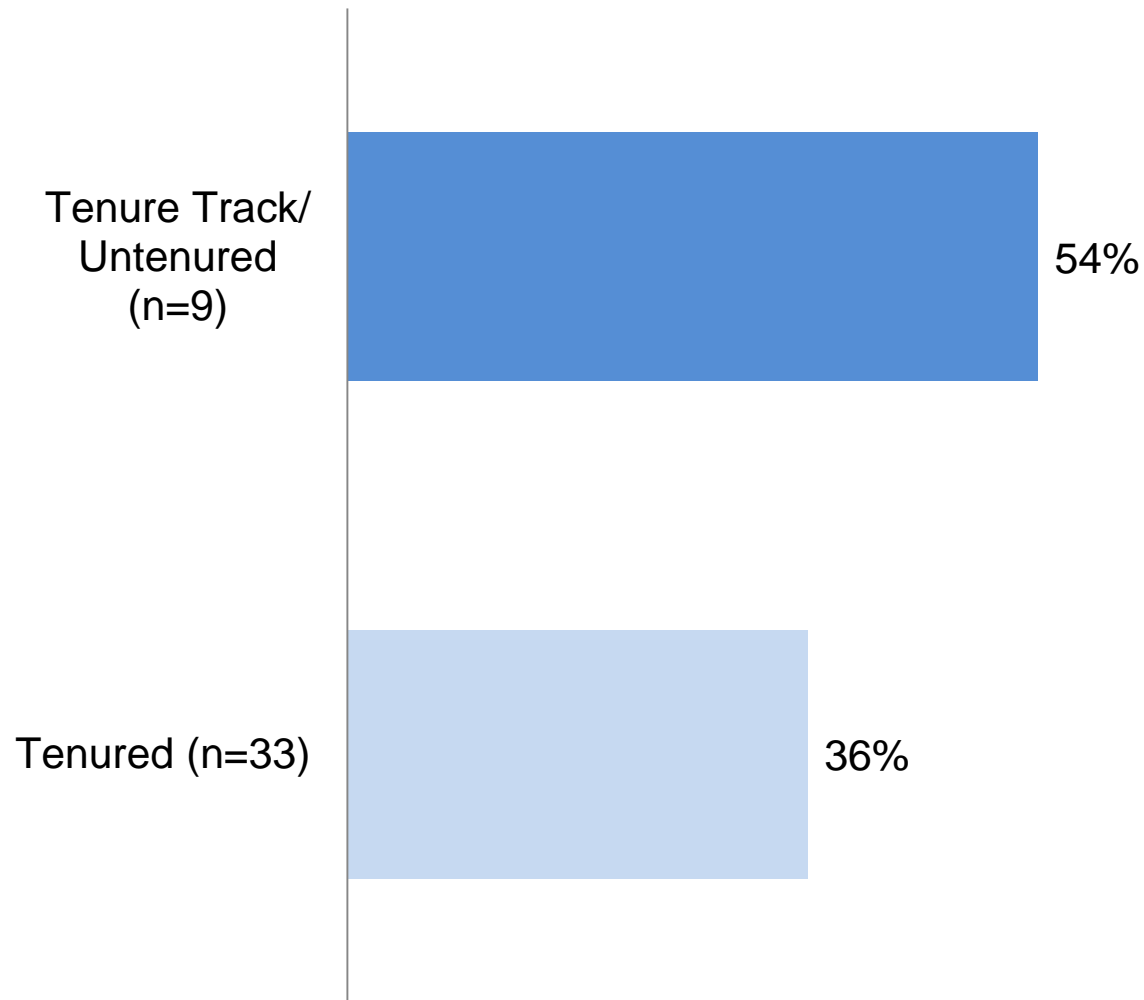


# Faculty

(Overall % Positive 1 – 60)

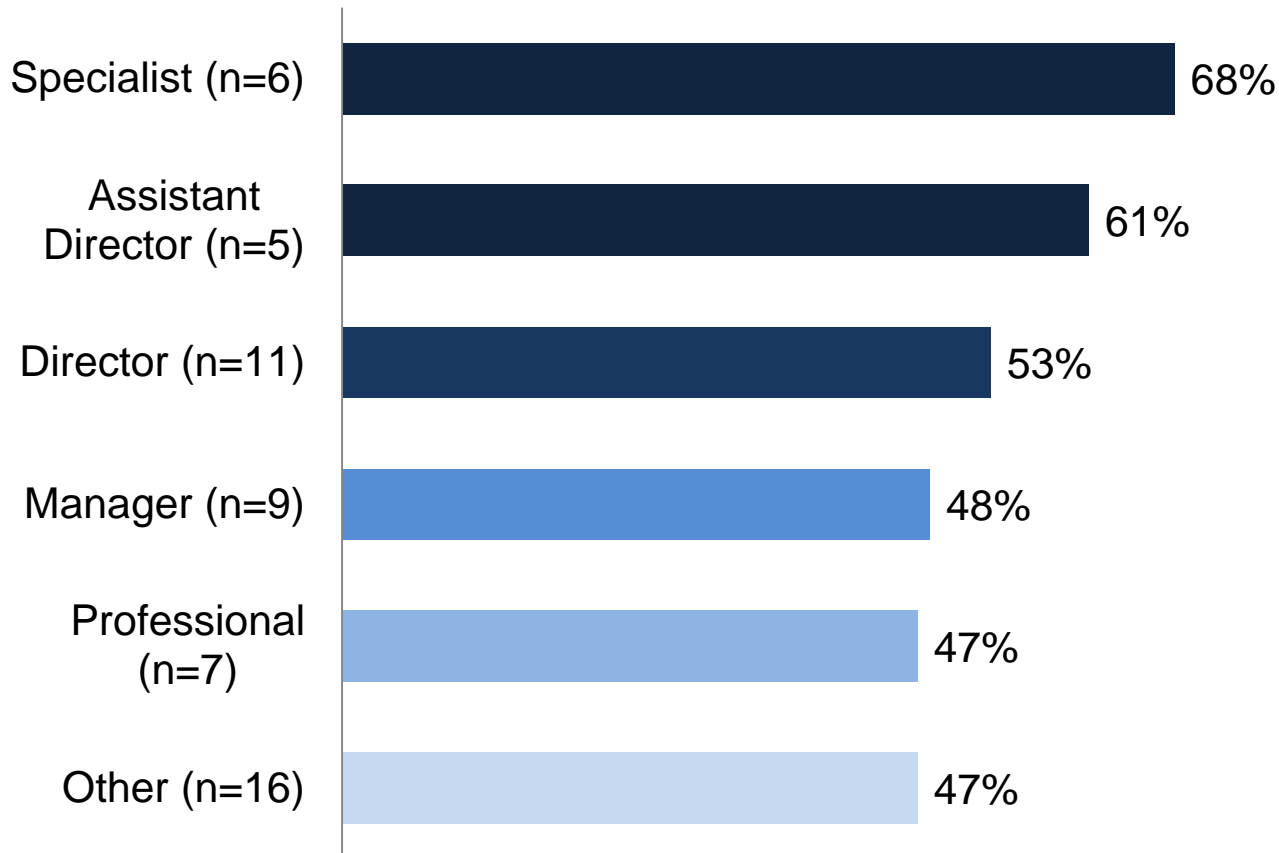


# Tenure Status (Overall %Positive 1 – 60)



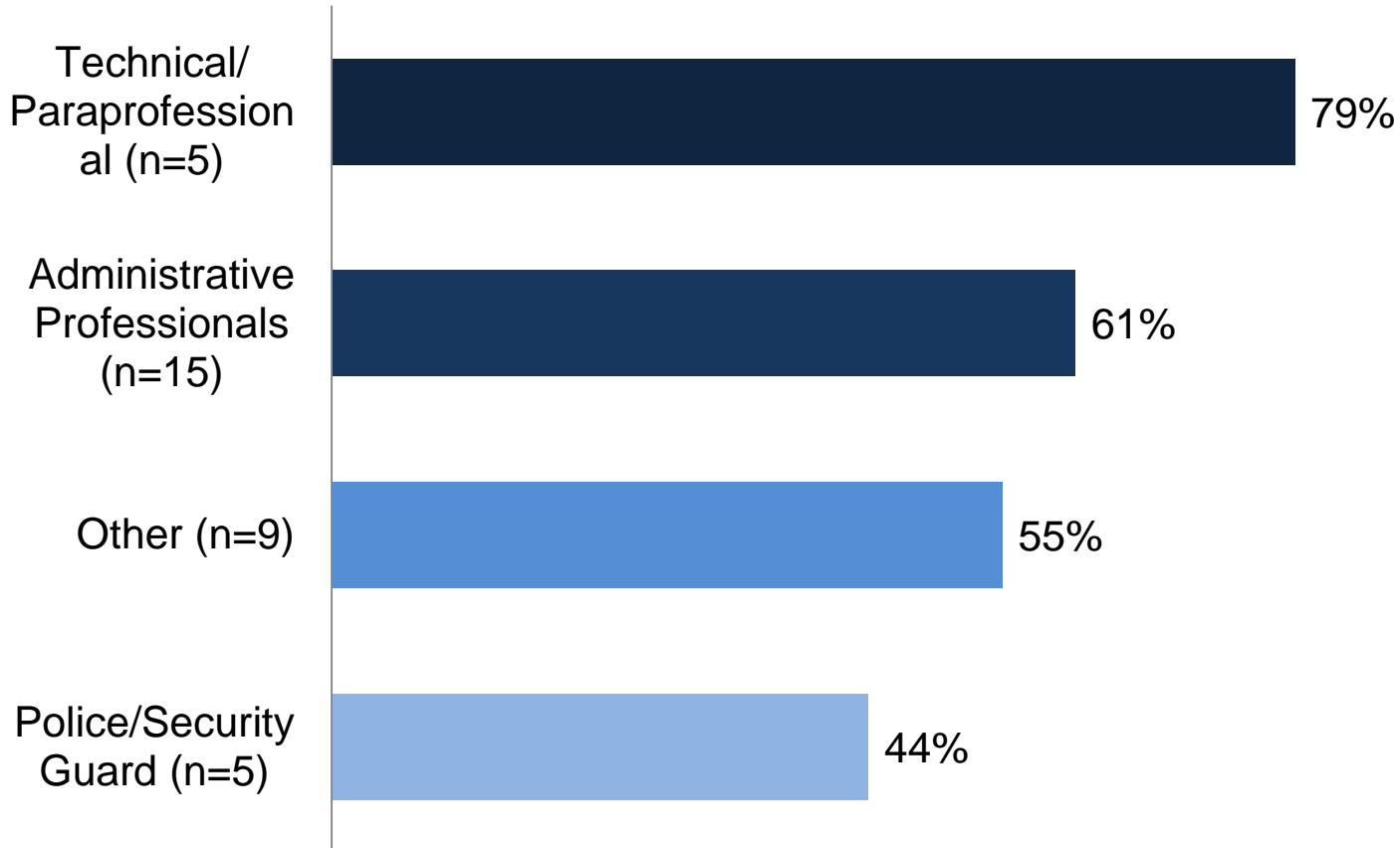
# Exempt Professional Staff

(Overall % Positive 1 – 60)

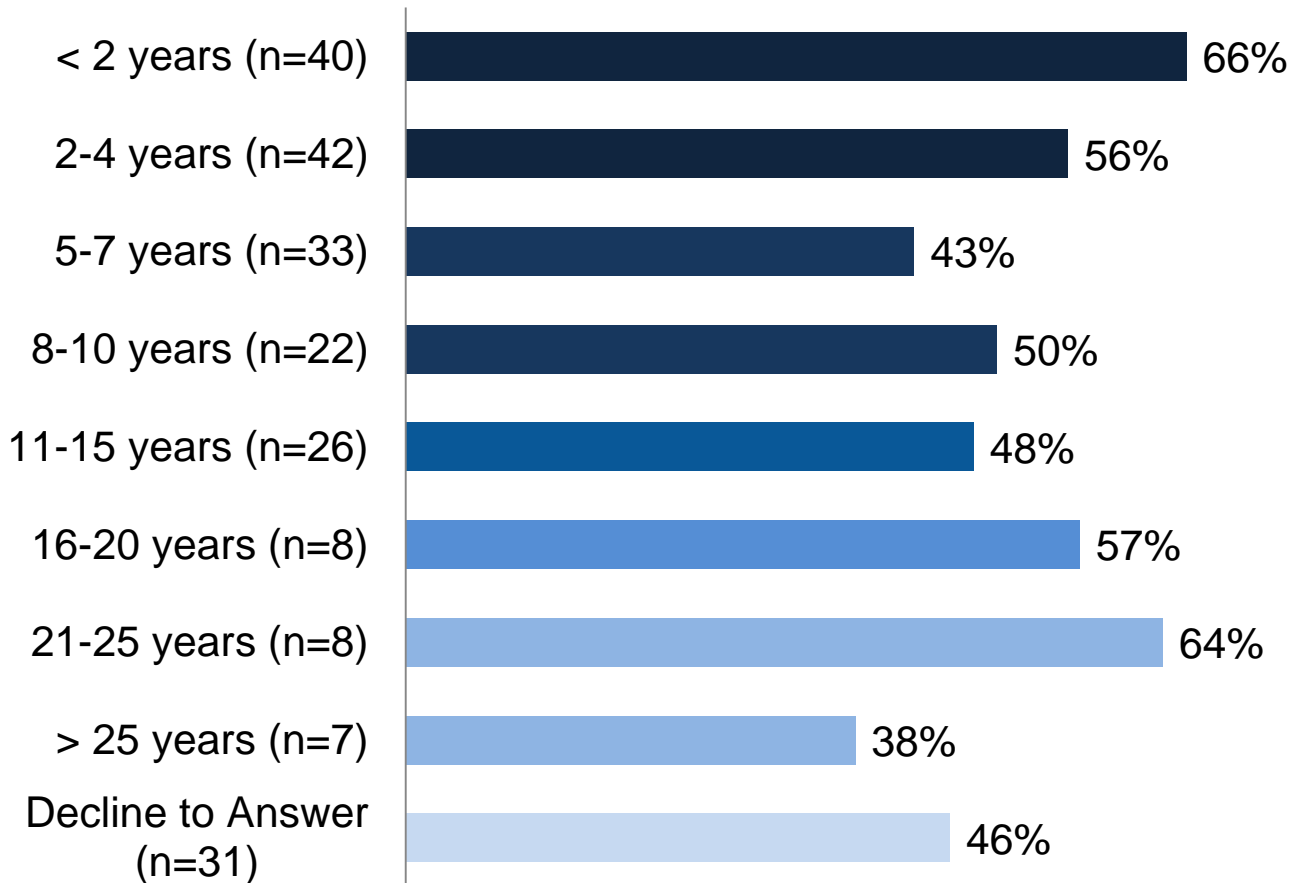


# Non-exempt Staff

(Overall % Positive 1 – 60)

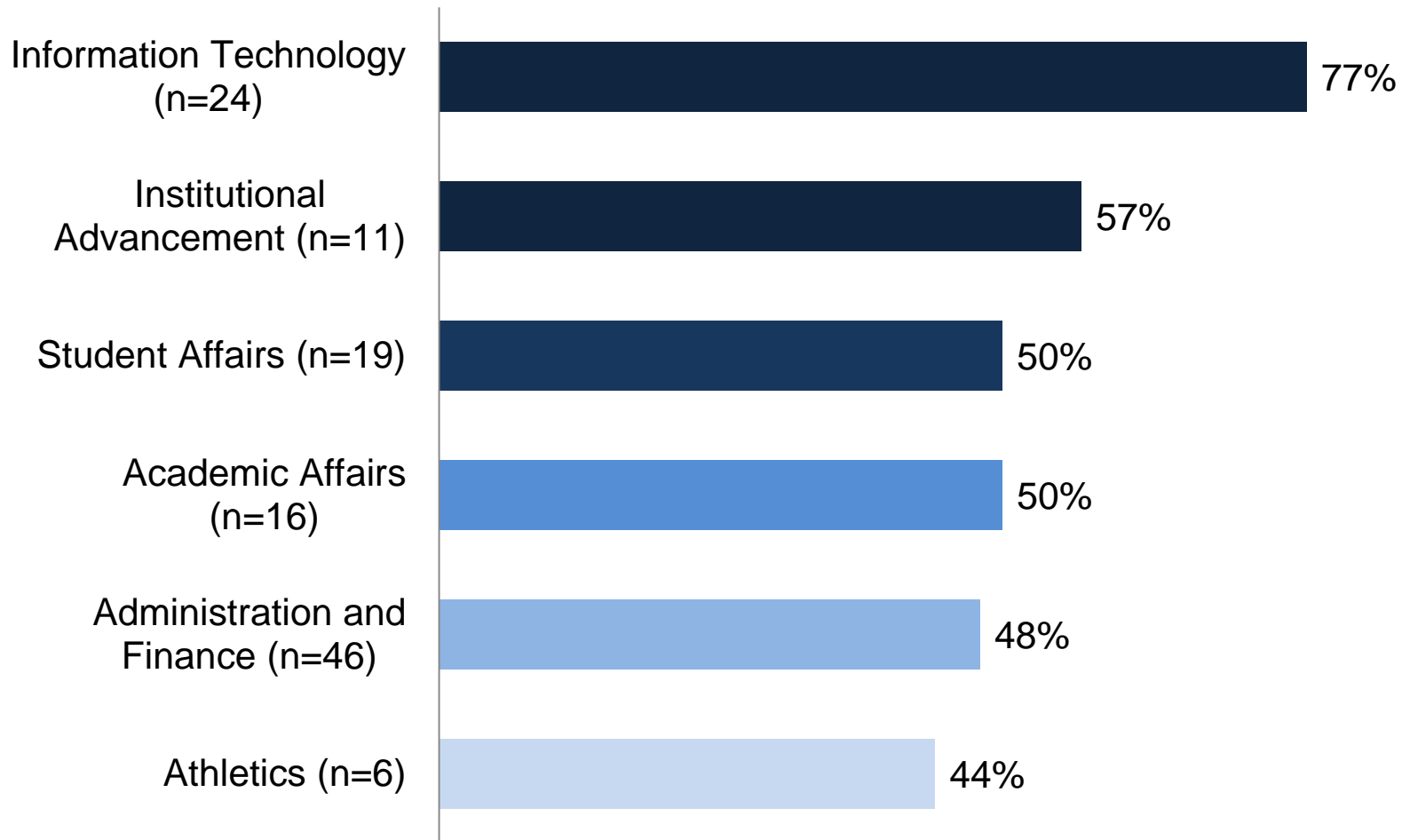


# Years in Job Role (Overall % Positive 1 – 60)



# Divisions

(Overall % Positive 1 – 60)



# Colleges

(Overall % Positive 1 – 60)

