Overview of Results from the Noel-Levitz College Employee Satisfaction Survey

Presented by
Braden J. Hosch, Ph.D.
Director of Institutional Research & Assessment

March 7, 2008
Survey Administration Details

- Survey developed by Noel-Levitz and administered anonymously online to CCSU employees in November 2007
- Limited number of paper surveys administered to those with limited internet access.
- 712 valid responses received out of 1,003 full-time and 688 part-time employees for an overall response rate of 42%
113 respondents (or 16% of the total population) did not report a gender; these individuals are not included in this pie chart.
Profile of Respondents

129 respondents (or 18% of the total population) did not report a race or ethnicity; these individuals are not included in this pie chart.
Profile of Respondents

Reported Position Type

- Part-time AAUP instructional faculty: 10%
- Full-time AAUP instructional faculty: 4%
- SUOAF-AFSCME administrative faculty: 14%
- Management/confidential staff: 4%
- Classified staff: 5%
- Univ. Asst. or other PT staff: 23%
- Other: 39%

95 respondents (or 13% of the total population) did not report position type; these individuals are not included in this pie chart.
88 respondents (or 12% of the total population) did not report how long they had worked at CCSU; these individuals are not included in this pie chart.
Profile of Respondents

Rate your overall satisfaction with your employment here so far:

- Very satisfied: 42%
- Somewhat satisfied: 29%
- Satisfied: 17%
- Not very satisfied: 10%
- Not satisfied at all: 2%

86 respondents (or 12% of the total population) did not answer this question; these individuals are not included in this pie chart.
Overall Satisfaction by Gender

Rate your overall satisfaction with your employment here so far
(Percent Satisfied + Very Satisfied)

- **AAUP-FT**
  - F (N=104): 46%
  - M (N=127): 55%

- **AAUP-PT**
  - F (N=32): 63%
  - M (N=27): 69%

- **Classif. Staff**
  - F (N=59): 59%
  - M (N=27): 30%

- **Mgmt/Conf**
  - F (N=14): 100%
  - M (N=13): 85%

- **SUOAFT**
  - F (N=85): 67%
  - M (N=49): 67%

- **UA Oth. PT**
  - F (N=24): 96%
  - M (N=10): 38%
Overall Satisfaction by Race

Rate your overall satisfaction with your employment here so far
(Percent Satisfied + Very Satisfied)

<table>
<thead>
<tr>
<th>Classification</th>
<th>Minority (N)</th>
<th>White (N)</th>
<th>Satisfied + Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAUP-FT</td>
<td>38% (32)</td>
<td>53% (193)</td>
<td></td>
</tr>
<tr>
<td>AAUP-PT</td>
<td>0% (10)</td>
<td>72% (54)</td>
<td></td>
</tr>
<tr>
<td>Classification Staff</td>
<td>29% (14)</td>
<td>57% (70)</td>
<td></td>
</tr>
<tr>
<td>Mgmt/Conf</td>
<td>91% (10)</td>
<td>100% (22)</td>
<td></td>
</tr>
<tr>
<td>SIOAF- AFSCME</td>
<td>54% (28)</td>
<td>70% (101)</td>
<td></td>
</tr>
<tr>
<td>UA Oth. PT</td>
<td>83% (10)</td>
<td>84% (25)</td>
<td></td>
</tr>
</tbody>
</table>
## Institutional Goals Ranked By Importance

| Institutional Goal                                      | % Important +
|--------------------------------------------------------|-------------
| Retain more of its current students to graduation      | 93%         
| Increase the graduation rate                           | 91%         
| Improve employee morale                                | 90%         
| Improve the quality of existing academic programs      | 89%         
| Improve the quality of graduate education              | 80%         

Example Distribution

Faculty are familiar with intended student learning outcomes

- Not important at all: 1%
- Not very important: 2%
- Somewhat important: 8%
- Important: 46%
- Very important: 43%
- Not satisfied at all: 7%
- Not very satisfied: 15%
- Somewhat satisfied: 36%
- Satisfied: 36%
- Very satisfied: 6%
Quadrant Analysis - Strengths
Quadrant Analysis-Flaws
## Campus Culture and Politics

<table>
<thead>
<tr>
<th>Areas for Improvement</th>
<th>Area of Relative Satisfaction</th>
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<tbody>
<tr>
<td>Feedback/Inclusion</td>
<td>Pride in Our Work</td>
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<td>Communication &amp; Community</td>
<td>Computing Policies</td>
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<tr>
<td>Planning &amp; Resources</td>
<td>Employee Recruitment</td>
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<tr>
<td>Meeting Employee Needs</td>
<td>Meeting Administrators’ Needs</td>
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<tr>
<td>The institution has adopted policies regarding computing reliability, integrity, and security of data</td>
<td>63%</td>
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</table>

## Meeting Administrators’ Needs

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<tr>
<th>Survey Item</th>
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<tbody>
<tr>
<td>This institution does a good job of meeting the needs of administrators</td>
<td>43%</td>
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## Pride in Work

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<tr>
<th>Survey Item</th>
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<tr>
<td>Faculty take pride in their work</td>
<td>63%</td>
</tr>
<tr>
<td>Staff take pride in their work</td>
<td>56%</td>
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<tr>
<td>Administrators take pride in their work</td>
<td>43%</td>
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<tr>
<td>This institution consistently follows clear processes for selecting new employees</td>
<td>42%</td>
</tr>
<tr>
<td>This institution strives to recruit and retain a diverse workforce</td>
<td>45%</td>
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## Feedback/Inclusion

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## Communication & Community

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<tr>
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<td>16%</td>
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<td>There is good communication between the faculty and the administration at this institution</td>
<td>17%</td>
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<td>There are effective lines of communication between departments</td>
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<tr>
<td>Administrators share information regularly with faculty and staff</td>
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<td>This institution does a good job of meeting the needs of staff</td>
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</tr>
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<td>This institution does a good job of meeting the needs of its faculty</td>
<td>25%</td>
</tr>
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<td>Teaching load responsibilities are consistent with institutional expectations for research/creative activity</td>
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### Work Environment

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<td>Resources/ Empowerment</td>
<td>Employee Benefits</td>
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<tr>
<td>Communication &amp; Communication</td>
<td>Personal / Professional Reward</td>
</tr>
<tr>
<td>Career &amp; Professional Development</td>
<td>Relationship with Supervisor</td>
</tr>
<tr>
<td></td>
<td>Safety/Security</td>
</tr>
</tbody>
</table>
# Employee Benefits

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<tr>
<th>Survey Item</th>
<th>% Satisfied + Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employee benefits available to me are valuable</td>
<td>80%</td>
</tr>
</tbody>
</table>

# Safety/Security

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<thead>
<tr>
<th>Survey Item</th>
<th>% Satisfied + Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel safe on campus</td>
<td>73%</td>
</tr>
</tbody>
</table>
# Professional/Personal Reward

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<tr>
<th>Survey Item</th>
<th>% Satisfied + Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic integrity and professional ethics are important to my department</td>
<td>79%</td>
</tr>
<tr>
<td>The type of work I do on most days is personally rewarding</td>
<td>73%</td>
</tr>
<tr>
<td>The work I do is valuable to the institution</td>
<td>64%</td>
</tr>
<tr>
<td>I am proud to work at this institution</td>
<td>61%</td>
</tr>
</tbody>
</table>
### Relationship w/ Supervisor

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>% Satisfied + Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>The work I do is appreciated by my supervisor</td>
<td>70%</td>
</tr>
<tr>
<td>My supervisor pays attention to what I have to say</td>
<td>69%</td>
</tr>
<tr>
<td>My department meets as a team to plan and coordinate work</td>
<td>66%</td>
</tr>
<tr>
<td>My job responsibilities are communicated clearly to me</td>
<td>63%</td>
</tr>
<tr>
<td>My supervisor helps me improve my job performance</td>
<td>60%</td>
</tr>
</tbody>
</table>
## Resources/Empowerment

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<thead>
<tr>
<th>Survey Item</th>
<th>% Satisfied + Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>My department has the budget needed to do its job well</td>
<td>28%</td>
</tr>
<tr>
<td>My department has the staff needed to do its job well</td>
<td>34%</td>
</tr>
<tr>
<td>I am empowered to resolve problems quickly</td>
<td>38%</td>
</tr>
</tbody>
</table>
## Communication & Community

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>% Satisfied + Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is easy for me to get information at this institution</td>
<td>39%</td>
</tr>
<tr>
<td>I am comfortable answering student questions about institutional policies and procedures</td>
<td>47%</td>
</tr>
<tr>
<td>I learn about important campus events in a timely manner</td>
<td>48%</td>
</tr>
</tbody>
</table>
# Career & Prof. Development

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>% Satisfied + Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have adequate opportunities for advancement</td>
<td>37%</td>
</tr>
<tr>
<td>I have adequate opportunities for professional development</td>
<td>49%</td>
</tr>
<tr>
<td>I am paid fairly for the work I do</td>
<td>50%</td>
</tr>
</tbody>
</table>
Perceptions of Teaching Load

- **FT AAUP**
  - Important: 24%
  - Very Important: 74%

- **Mgmt/Conf.**
  - Important: 55%
  - Very Important: 32%

- **FT AAUP**
  - Satisfied: 8%
  - Very Satisfied: 1%

- **Mgmt/Conf.**
  - Satisfied: 41%
  - Very Satisfied: 18%
## Factors Related to Overall Satisfaction

<table>
<thead>
<tr>
<th>Item Satisfaction</th>
<th>Unstd. Coeff.</th>
<th>Std. Coeff.</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>.169</td>
<td>N/A</td>
<td>.984</td>
<td>.326</td>
</tr>
<tr>
<td>I am proud to work at this institution</td>
<td>.252</td>
<td>.315</td>
<td>7.080</td>
<td>.000</td>
</tr>
<tr>
<td>I have the information I need to do my job well</td>
<td>.192</td>
<td>.205</td>
<td>4.639</td>
<td>.000</td>
</tr>
<tr>
<td>This institution does a good job of meeting the needs of its faculty</td>
<td>.131</td>
<td>.153</td>
<td>3.294</td>
<td>.001</td>
</tr>
<tr>
<td>I have adequate opportunities for training to improve my skills</td>
<td>.102</td>
<td>.119</td>
<td>2.776</td>
<td>.006</td>
</tr>
<tr>
<td>This institution consistently follows clear processes for evaluating employee achievements</td>
<td>.087</td>
<td>.100</td>
<td>2.301</td>
<td>.022</td>
</tr>
<tr>
<td>Faculty take pride in their work</td>
<td>.102</td>
<td>.105</td>
<td>2.745</td>
<td>.006</td>
</tr>
<tr>
<td>My supervisor pays attention to what I say</td>
<td>.088</td>
<td>.116</td>
<td>2.859</td>
<td>.005</td>
</tr>
<tr>
<td>This institution involves its employees in planning for the future</td>
<td>.076</td>
<td>.090</td>
<td>1.997</td>
<td>.047</td>
</tr>
</tbody>
</table>

Adj. R-sq=0.63, df=282, F=63.6, model is significant at p<0.001.
The Noel-Levitz College Employee Satisfaction Survey (CESS) was conducted at Central Connecticut State University (CCSU) for the first time in Fall 2007. The survey was primarily conducted online, although a limited number of paper copies were distributed to employees who do not have regular access to email. In all, 712 valid responses were received out of 1,003 full-time and 688 part-time employees, for an overall response rate of 42%.

### Top 5 Institutional Goals Ranked by Importance

<table>
<thead>
<tr>
<th>Institutional Goal</th>
<th>% Important + V. Important</th>
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<tbody>
<tr>
<td>Retain more of its current students to graduation</td>
<td>93%</td>
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<tr>
<td>Increase the graduation rate</td>
<td>91%</td>
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<tr>
<td>Improve employee morale</td>
<td>90%</td>
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<tr>
<td>Improve the quality of existing academic programs</td>
<td>89%</td>
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<tr>
<td>Improve the quality of graduate education</td>
<td>80%</td>
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### Overall Satisfaction by Position Type and Gender

Rate your overall satisfaction with your employment here so far (Percent satisfied + very satisfied)

<table>
<thead>
<tr>
<th>Position Type</th>
<th>Men (N)</th>
<th>Women (N)</th>
<th>Overall Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAUP Instructional Faculty – Full-Time</td>
<td>M (N=127)</td>
<td>F (N=104)</td>
<td>46%</td>
</tr>
<tr>
<td>AAUP Instructional Faculty – Part-Time</td>
<td>M (N=27)</td>
<td>F (N=32)</td>
<td>55%</td>
</tr>
<tr>
<td>Classified Staff</td>
<td>M (N=27)</td>
<td>F (N=59)</td>
<td>69%</td>
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<td>M (N=27)</td>
<td>F (N=59)</td>
<td>69%</td>
</tr>
<tr>
<td>University Assistants or Other Part-Time Staff</td>
<td>M (N=49)</td>
<td>F (N=85)</td>
<td>30%</td>
</tr>
<tr>
<td>University Assistants or Other Part-Time Staff</td>
<td>M (N=10)</td>
<td>F (N=24)</td>
<td>38%</td>
</tr>
</tbody>
</table>

### Overall Satisfaction by Position Type and Race

Rate your overall satisfaction with your employment here so far (Percent satisfied + very satisfied)

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Minority includes respondents who indicated a race or ethnicity of African American or Black, American Indian or Native Alaskan, Asian or Pacific Islander, and Hispanic.
### Campus Culture & Politics

#### Areas for Improvement

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<th>% Satisfied + V. Satisfied</th>
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<th>Employee Recruitment</th>
<th>% Satisfied + V. Satisfied</th>
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<td>This institution strives to recruit and retain a diverse workforce</td>
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<td>This institution consistently follows clear processes for selecting new employees</td>
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<th>% Satisfied + V. Satisfied</th>
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<tbody>
<tr>
<td>This institution strives to create a respectful work environment free of discrimination</td>
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### Work Environment

#### Areas for Improvement

<table>
<thead>
<tr>
<th>Resources / Empowerment</th>
<th>% Satisfied + V. Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>My department has the budget needed to do its job well</td>
<td>28%</td>
</tr>
<tr>
<td>My department has the staff needed to do its job well</td>
<td>34%</td>
</tr>
<tr>
<td>I am empowered to resolve problems quickly</td>
<td>38%</td>
</tr>
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<table>
<thead>
<tr>
<th>Communication &amp; Community</th>
<th>% Satisfied + V. Satisfied</th>
</tr>
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<tbody>
<tr>
<td>It is easy for me to get information at this institution</td>
<td>39%</td>
</tr>
<tr>
<td>I am comfortable answering student questions about institutional policies and procedures</td>
<td>47%</td>
</tr>
<tr>
<td>I learn about important campus events in a timely manner</td>
<td>48%</td>
</tr>
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<tr>
<th>Career &amp; Professional Development</th>
<th>% Satisfied + V. Satisfied</th>
</tr>
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<tbody>
<tr>
<td>I have adequate opportunities for advancement</td>
<td>37%</td>
</tr>
<tr>
<td>I have adequate opportunities for professional development</td>
<td>49%</td>
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#### Areas of Relative Satisfaction

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<tr>
<th>Computing Policies</th>
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<tr>
<th>Employee Benefits</th>
<th>% Satisfied + V. Satisfied</th>
</tr>
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<tbody>
<tr>
<td>The employee benefits available to me are valuable</td>
<td>80%</td>
</tr>
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<tr>
<th>Safety/Security</th>
<th>% Satisfied + V. Satisfied</th>
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<tr>
<td>I feel safe on campus</td>
<td>73%</td>
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<tr>
<th>Professional/ Personal Reward</th>
<th>% Satisfied + V. Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic integrity and professional ethics are important to my department</td>
<td>79%</td>
</tr>
<tr>
<td>The type of work I do on most days is personally rewarding</td>
<td>73%</td>
</tr>
<tr>
<td>The work I do is valuable to the institution</td>
<td>64%</td>
</tr>
<tr>
<td>I am proud to work at this institution</td>
<td>61%</td>
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<th>Relationship w/ Supervisor</th>
<th>% Satisfied + V. Satisfied</th>
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<tr>
<td>The work I do is appreciated by my supervisor</td>
<td>70%</td>
</tr>
<tr>
<td>My supervisor pays attention to what I have to say</td>
<td>69%</td>
</tr>
<tr>
<td>My department meets as a team to plan and coordinate work</td>
<td>66%</td>
</tr>
<tr>
<td>My job responsibilities are communicated clearly to me</td>
<td>63%</td>
</tr>
<tr>
<td>My supervisor helps me improve my job performance</td>
<td>60%</td>
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Items listed here represent highest and lowest ranked items in terms of satisfaction in the areas of Campus Culture and Politics and Work Environment. Similar items have been grouped into categories where appropriate.