



Discovery. Diversity. Distinction.

Richard K. Boyer

September 25, 2017

**ModernThink**

# Planning Team

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# Survey Overview

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## Survey Instrument

- 60 core belief statements
- 12 additional custom belief statements
- 13 item benefits satisfaction component
- 17 demographic questions
- 3 open-ended questions

## Methodology

- Online survey administered March 1 – 20, 2017

## Response Rates

- 2017 Overall response rate: 1405/3130 – 45%

## Benchmark

- 2017 Honor Roll – Large (>10,000)

# 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% +

# Response Rate

Response Rate	Respondents	Surveys Sent	Percentage
<b>ALL EMPLOYEES</b>	1405	3130	45%
Administration	129	174	74%
Faculty	233	475	49%
Adjunct Faculty	263	1080	24%
Exempt Professional Staff	314	454	69%
Non-exempt Staff	466	947	49%

# 15 Core Survey Dimensions

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

# Overarching Themes

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- Faculty and staff report a strong sense of connection to, and pride in, the mission of Fresno State. Particular points of pride include the impact and reputation in the Fresno community and the Central Valley; the commitment to being a diverse and inclusive community; and the commitment to providing opportunity to and serving students.
- For many, there is a sense of optimism, largely informed by a sense of confidence in senior leadership and Fresno State's growth/opportunities and rising reputation.
- On the whole, faculty and staff report high degrees of job fit and appreciate the flexibility and autonomy they have. They also appreciate the benefits, the support for work/life balance and the opportunities for professional development.
- Faculty and staff report having good relationships with their supervisors, but also report a need for greater consistency and enhanced managerial/leadership skills, specifically those regarding communication, performance management, and accountability.
- Faculty and staff appreciate the many strong relationships they have with their colleagues and value the sense of community and camaraderie that Fresno State provides.

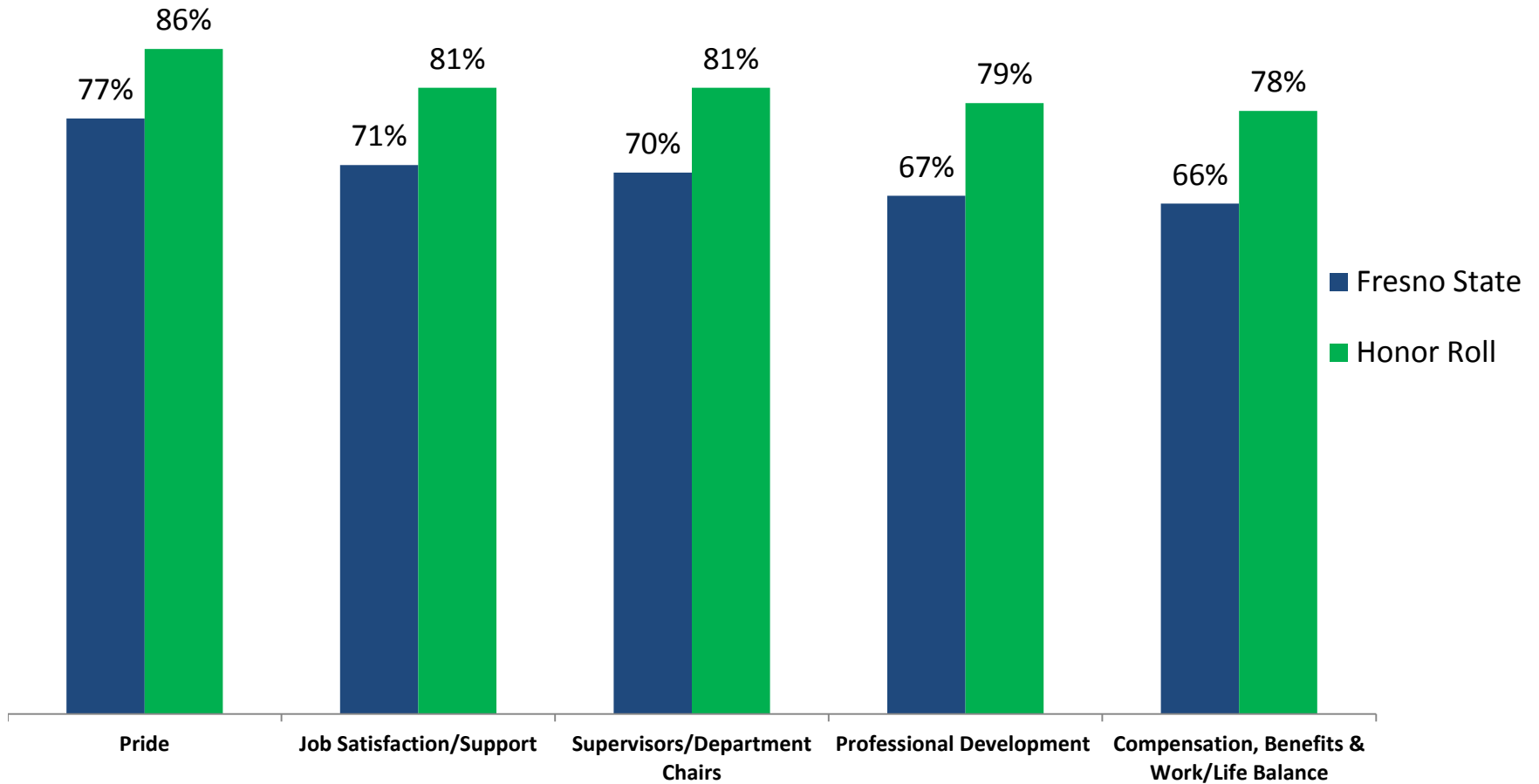
# Overarching Themes

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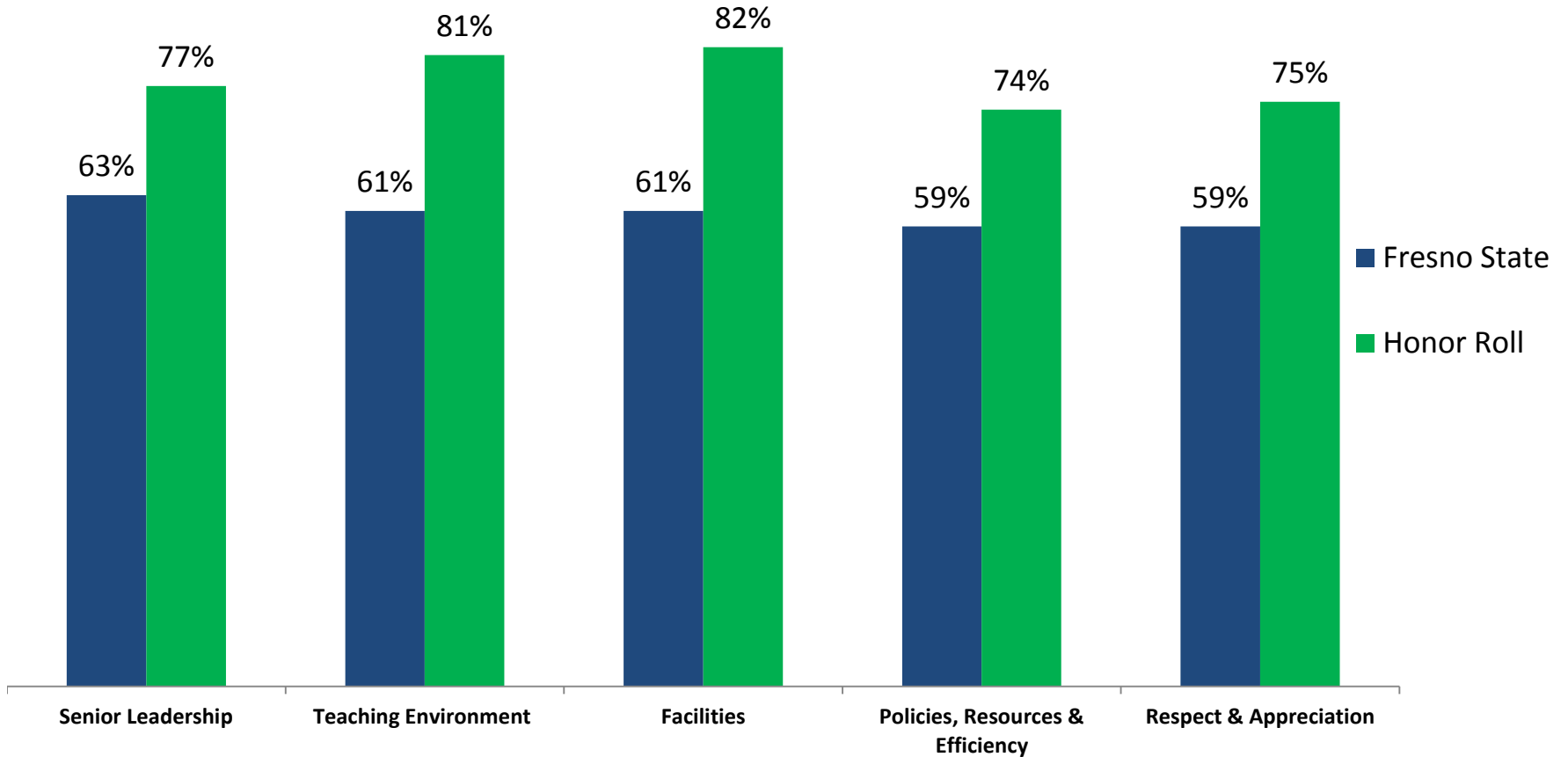
- Resource constraints, particularly those regarding compensation, staffing, and facilities are pain points for many faculty and staff.
- For some, these resource constraints contribute to the challenges related to operating efficiently and effectively and overcoming perceived bureaucracy.
- Faculty and staff express a need for improved communications. There is a desire for more transparency regarding the rationale with which decisions are made and an interest in greater participation in those decisions that directly impact their work.
- While there is a strong sense of community within many departments, the strength of that camaraderie does not consistently translate to strong cross-functional collaboration or a sense of alignment across the University.
- There are concerns regarding accountability, especially as it relates to the inability to deal with low performers, disrespectful behaviors, and the perception of favoritism.



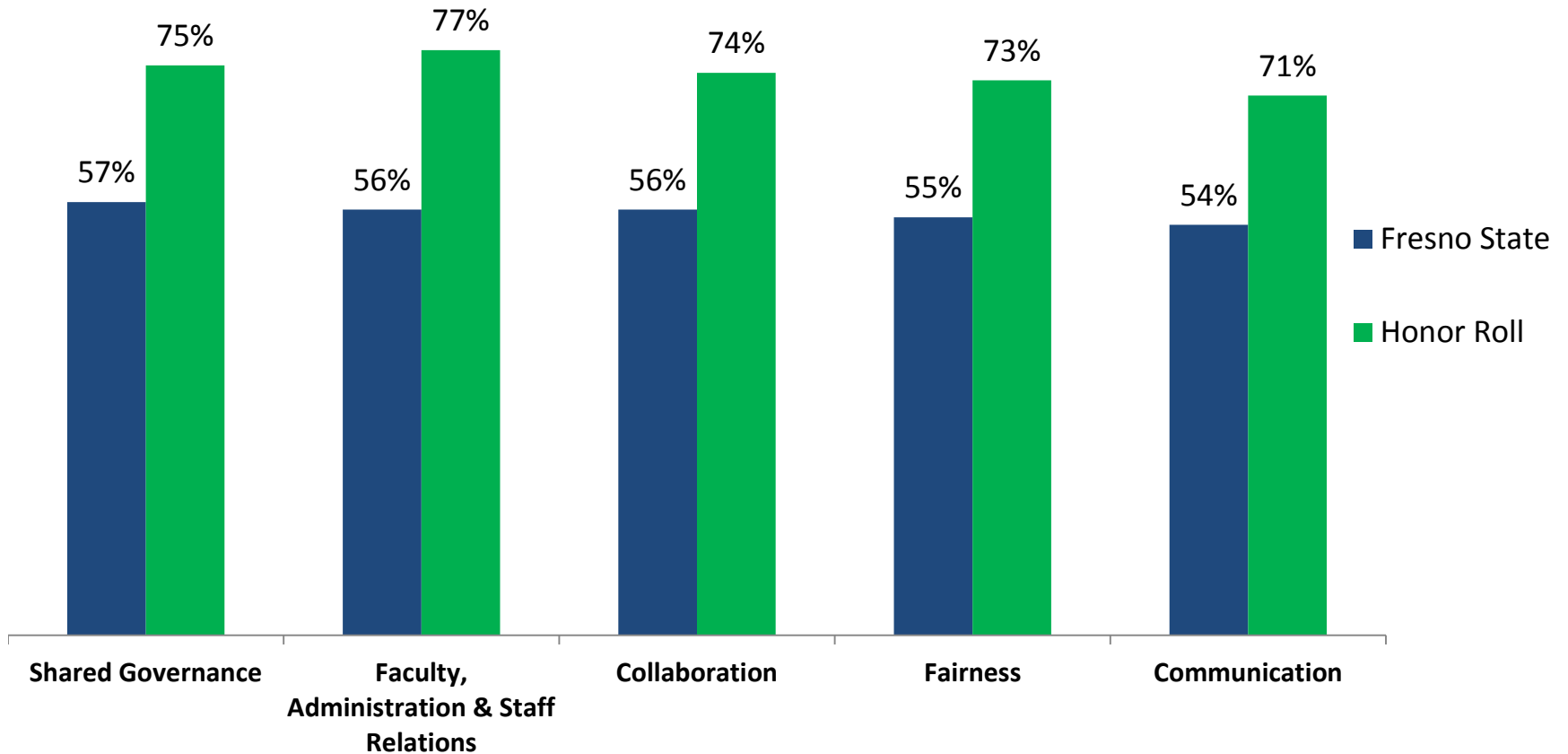
# Dimensions (Overall % Positive)



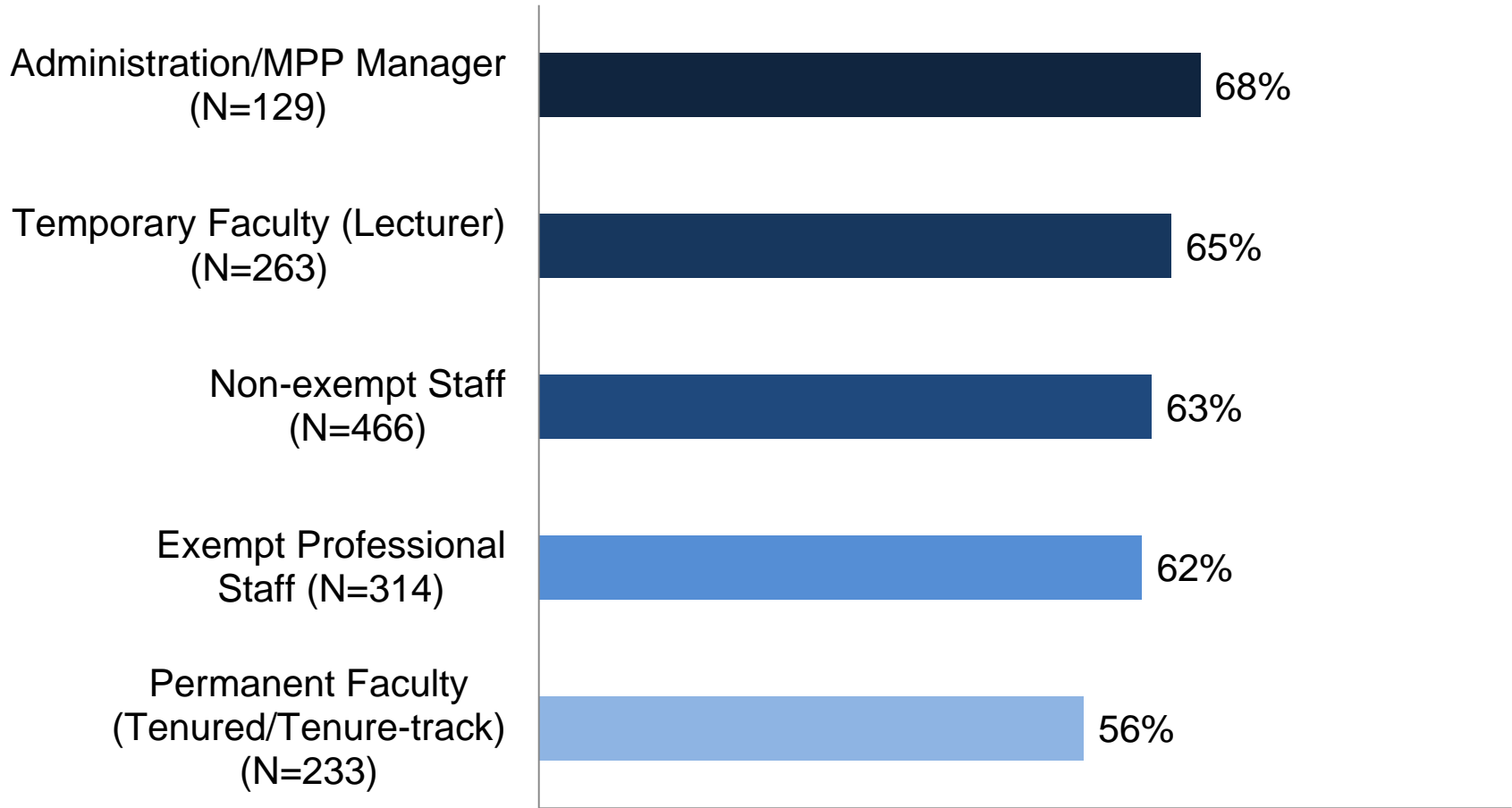
# Dimensions (Overall % Positive)



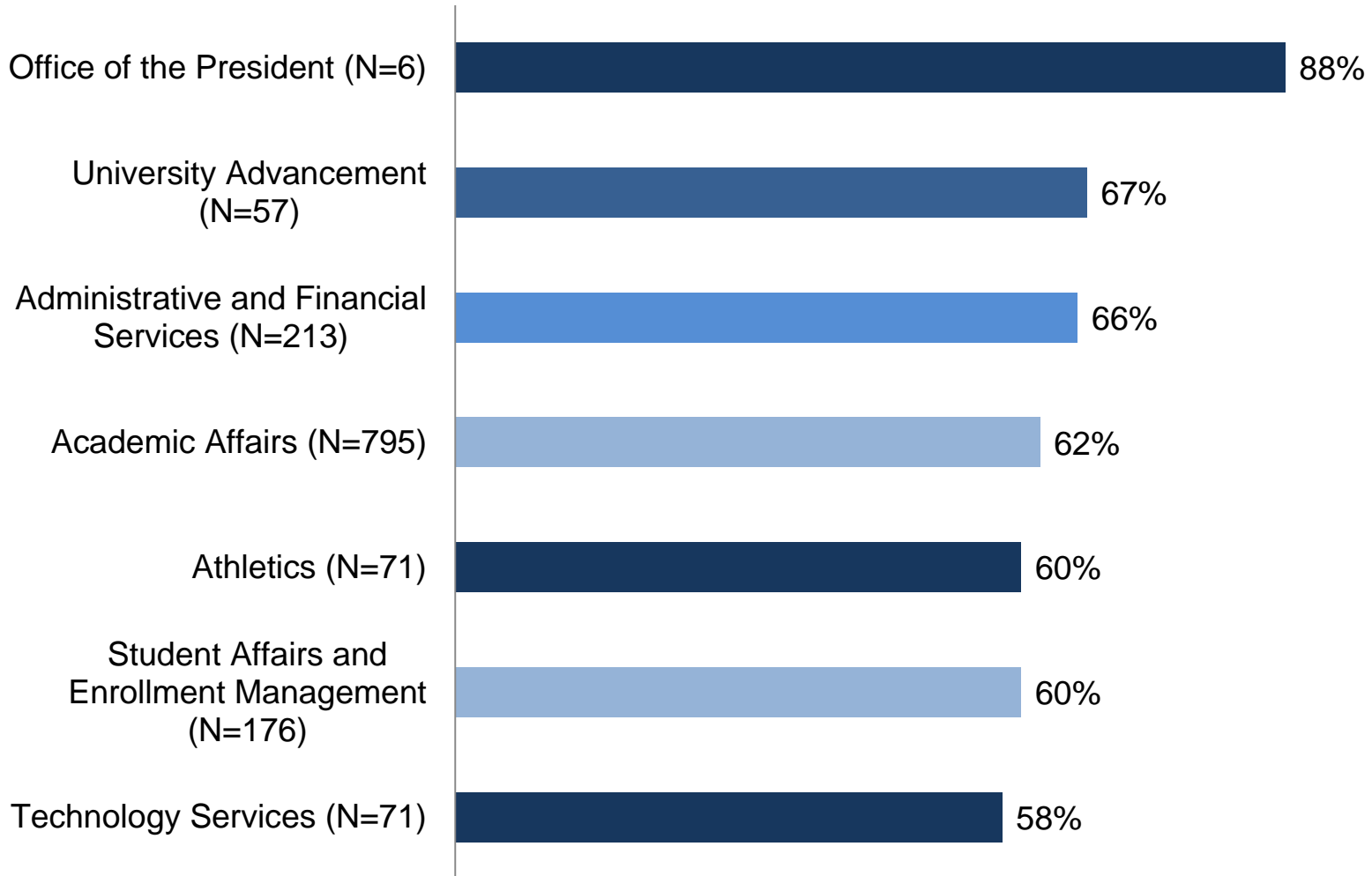
# Dimensions (Overall % Positive)



# Job Category (Overall % Positive 1-60, Pre-loaded)



# Division (Overall % Positive 1-60, Pre-loaded)



# Barometer Statements (Pre-loaded)

Survey Statement		2017 Fresno State % Positive	Faculty % Positive	Adjunct Faculty % Positive	Admin. % Positive	Exempt Prof. Staff % Positive	Non- exempt Staff % Positive
25	Overall, my department is a good place to work.	78	67	80	81	81	80
60	All things considered, this is a great place to work.	78	63	78	84	80	81
59	This institution's culture is special - something you don't find just anywhere.	57	49	57	65	56	60
36	I am proud to be part of this institution.	83	74	84	87	85	86

# Top Ten Statements

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
5	I understand how my job contributes to this institution's mission.	91	1	93	1
68	I know what to do if I receive a report of sexual assault, harassment or interpersonal violence.	88	4	-	-
49	This institution actively contributes to the community.	86	1	92	1
64	Fresno State supports a work environment where everyone is entitled to dignity and respect, regardless of race, color, religion, age, disability, ethnicity, sexual orientation or gender identity.	84	3	-	-
36	I am proud to be part of this institution.	83	2	88	2

# Top Ten Statements

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
72	I am well-accepted by my co-workers.	83	3	-	-
24	I have a good relationship with my supervisor/department chair.	83	4	88	3
2	I am given the responsibility and freedom to do my job.	81	3	86	3
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	81	6	81	5
63	The general environment for persons of different backgrounds is welcoming and respectful.	80	3	-	-



# Strengths

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- Job Satisfaction & Pride
- Supervisors/Department Chairs
- Professional Development
- Work/Life Balance & Benefits
- Diversity, Equity & Inclusion
- Policies & Reporting
- Sense of Community/Belonging

# Job Satisfaction & Pride

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
1	My job makes good use of my skills and abilities.	76	5	85	3
2	I am given the responsibility and freedom to do my job.	81	3	86	3
5	I understand how my job contributes to this institution's mission.	91	1	93	1
49	This institution actively contributes to the community.	86	1	92	1
36	I am proud to be part of this institution.	83	2	88	2

# Supervisors/Department Chairs

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
3	My supervisor/department chair makes his/her expectations clear.	72	9	80	6
7	I receive feedback from my supervisor/department chair that helps me.	62	14	77	8
12	I believe what I am told by my supervisor/department chair.	71	7	81	5
15	My supervisor/department chair regularly models this institution's values.	73	9	84	5
19	My supervisor/department chair is consistent and fair.	69	10	79	7

# Professional Development

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Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
6	I am given the opportunity to develop my skills at this institution.	69	9	83	4
10	I understand the necessary requirements to advance my career.	65	13	76	9

# Work/Life Balance & Benefits

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Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
47	My supervisor/department chair supports my efforts to balance my work and personal life.	80	8	87	4
53	This institution's policies and practices give me the flexibility to manage my work and personal life.	71	8	84	4
34	This institution's benefits meet my needs.	76	4	85	4

# Diversity, Equity & Inclusion

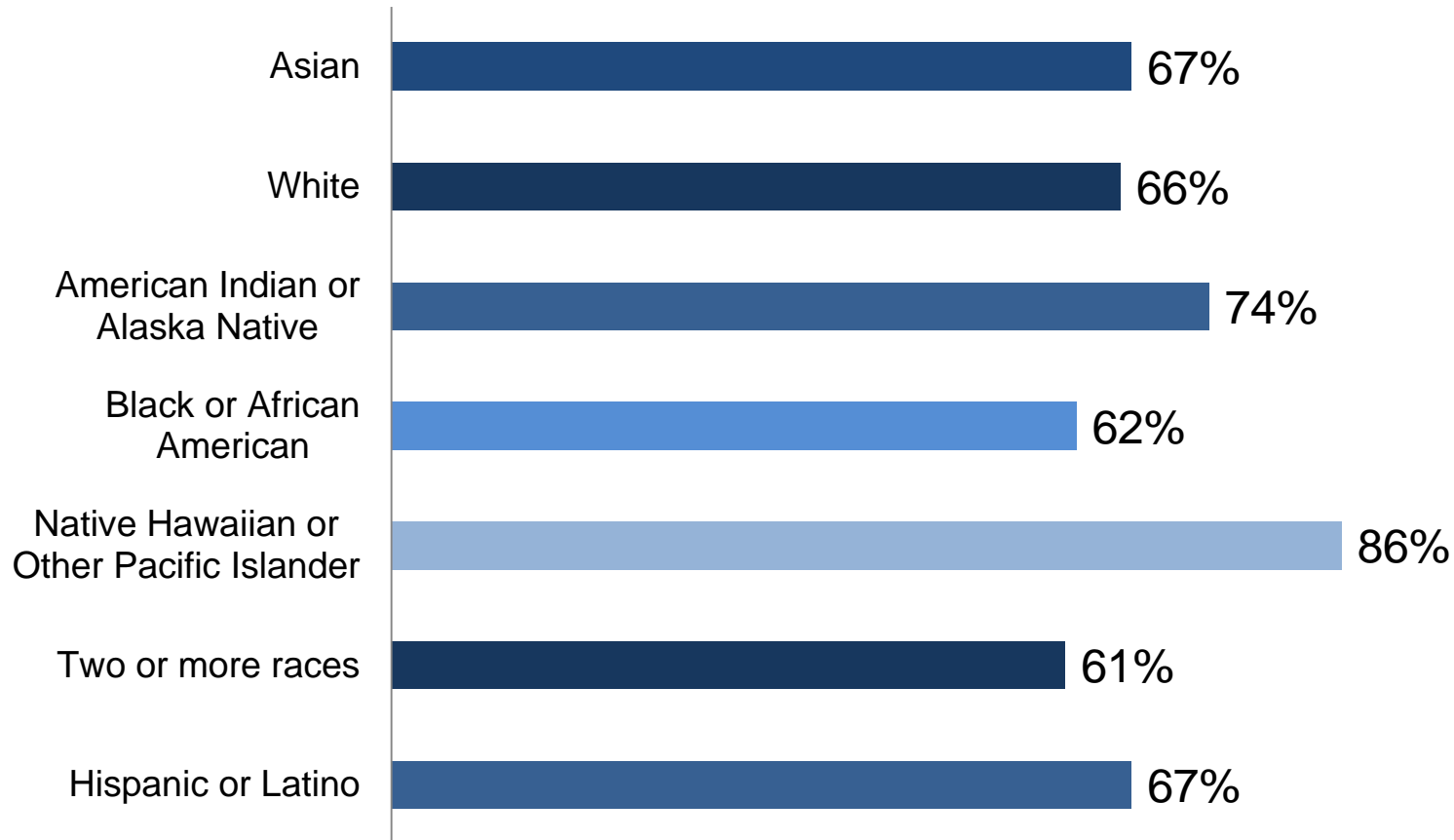
Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	81	6	81	5
64	Fresno State supports a work environment where everyone is entitled to dignity and respect, regardless of race, color, religion, age, disability, ethnicity, sexual orientation or gender identity.	84	3	-	-
65	Fresno State acts effectively to retain a diverse faculty.	74	7	-	-
66	Fresno State acts effectively to retain a diverse staff.	70	8	-	-
45	At this institution, people are supportive of their colleagues regardless of their heritage or background.	76	7	88	2

# Policies & Reporting

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
54	This institution has clear and effective procedures for dealing with discrimination.	73	8	85	4
68	I know what to do if I receive a report of sexual assault, harassment or interpersonal violence.	88	4	-	-
69	I believe that Fresno State's policies and practices are effective at preventing bullying.	69	9	-	-

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

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# Sense of Community/Belonging

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
67	The environment at Fresno State makes me feel like I am a valued member of this community.	62	11	-	-
70	When at work, I really feel like I belong.	68	8	-	-
71	I seem to "connect" with others in my work group.	75	4	-	-
72	I am well-accepted by my co-workers.	83	3	-	-

# Bottom Ten Statements

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
28	My department has adequate faculty/staff to achieve our goals.	34	38	56	21
11	I am paid fairly for my work.	37	35	58	21
18	Issues of low performance are addressed in my department.	41	28	59	15
16	Promotions in my department are based on a person's ability.	43	26	67	13
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	46	23	73	8

# Bottom Ten Statements

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
30	Our orientation program prepares new faculty, administration and staff to be effective.	40	22	72	8
35	Our recognition and awards programs are meaningful to me.	47	22	61	14
9	I am regularly recognized for my contributions.	49	22	67	12
22	Changes that affect me are discussed prior to being implemented.	47	21	63	12
17	Our review process accurately measures my job performance.	52	20	69	11

# Opportunities

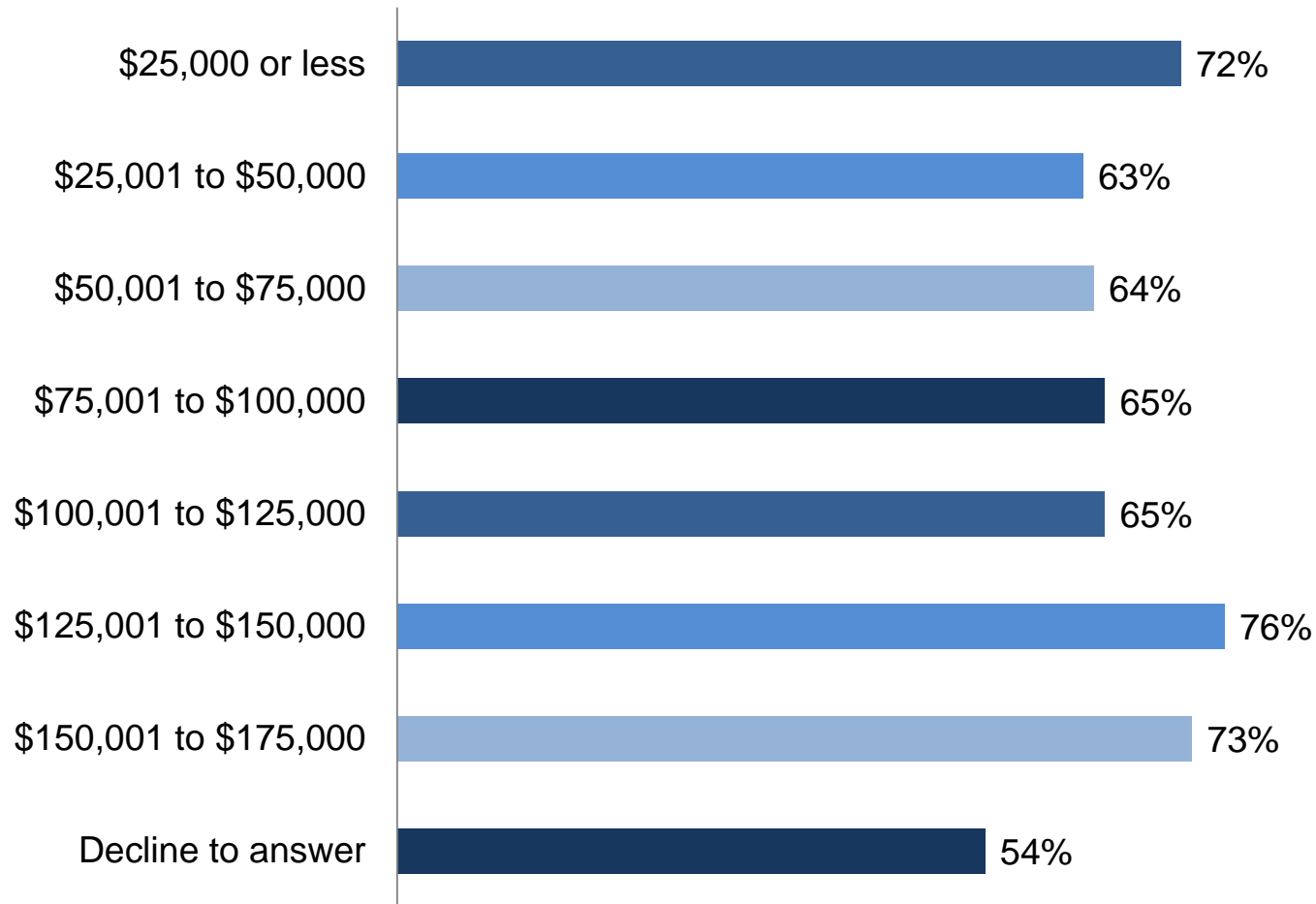
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- Resource Constraints
- Performance Management
- Senior Leadership
- Communication & Collaboration
- Shared Governance
- Respect & Appreciation

# Resource Constraints

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
4	I am provided the resources I need to be effective in my job.	56	15	74	7
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	46	23	73	8
11	I am paid fairly for my work.	37	35	58	21
28	My department has adequate faculty/staff to achieve our goals.	34	38	56	21

# Annual Salary (Overall % Positive 1-60)

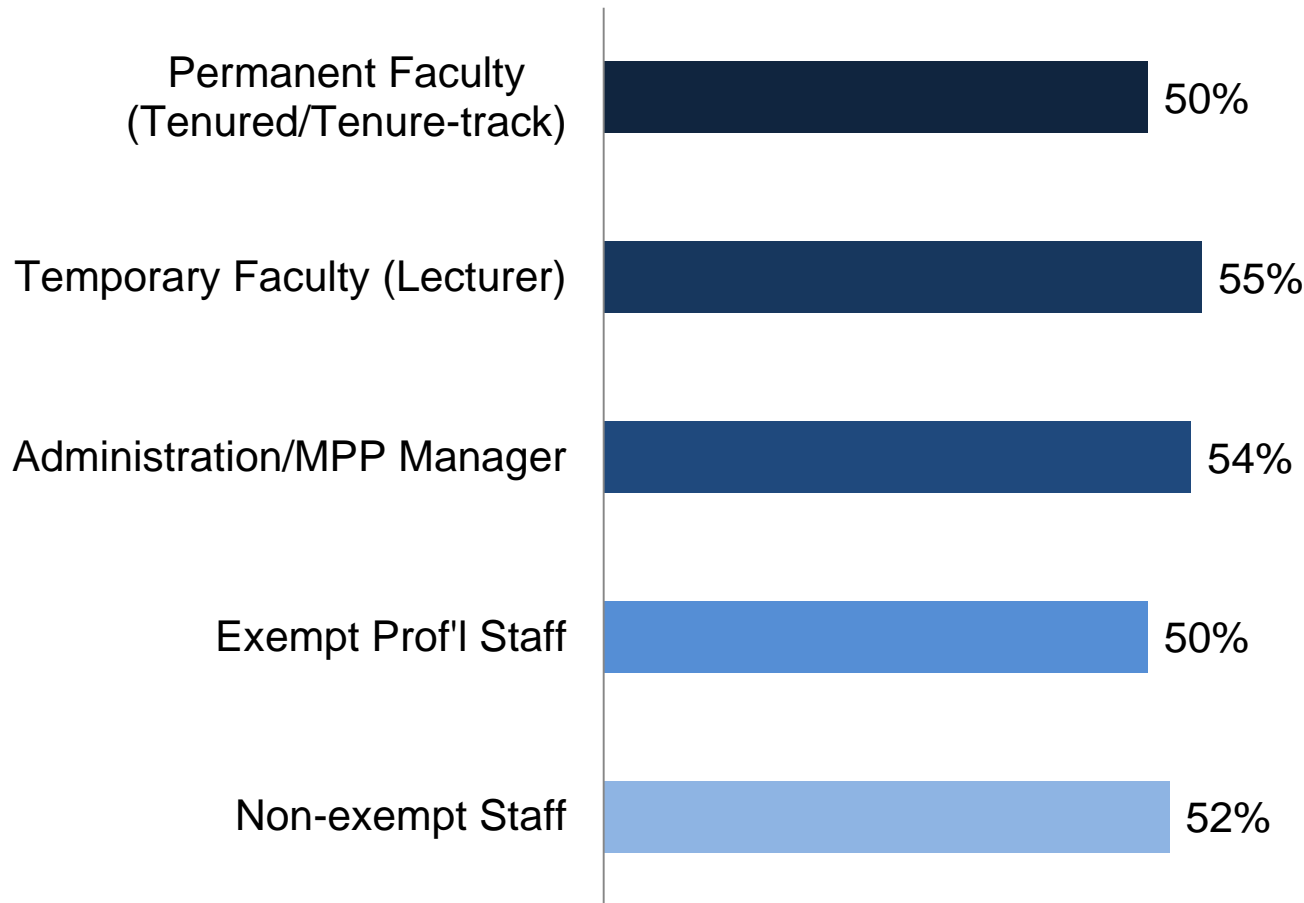


# Performance Management

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
30	Our orientation program prepares new faculty, administration and staff to be effective.	40	22	72	8
17	Our review process accurately measures my job performance.	52	20	69	11
16	Promotions in my department are based on a person's ability.	43	26	67	13
18	Issues of low performance are addressed in my department.	41	28	59	15

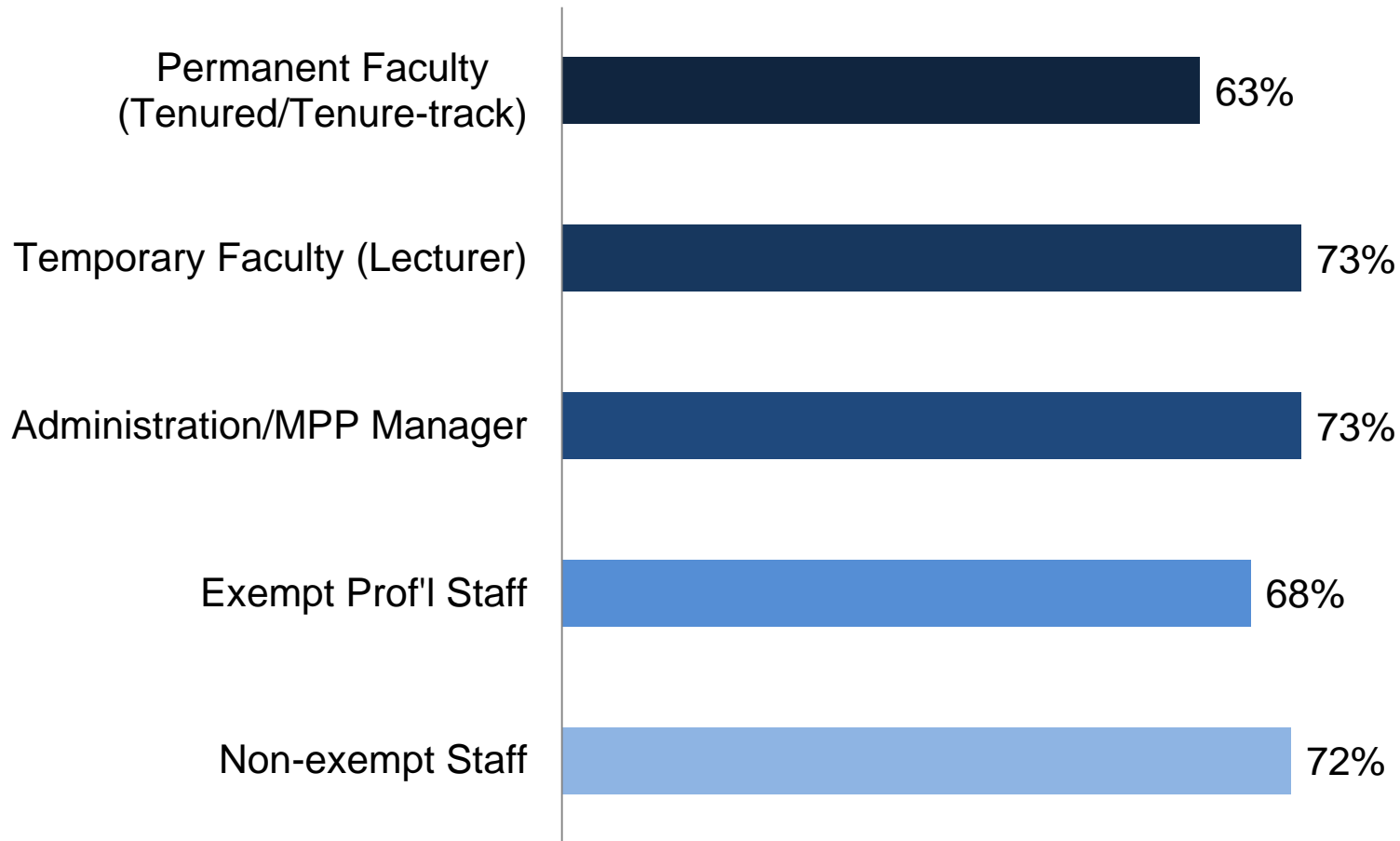
# 17. Our review process accurately measures my job performance. (Pre-loaded)

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# 48. Senior leadership regularly models this institution's values. (Pre-loaded)



# Senior Leadership

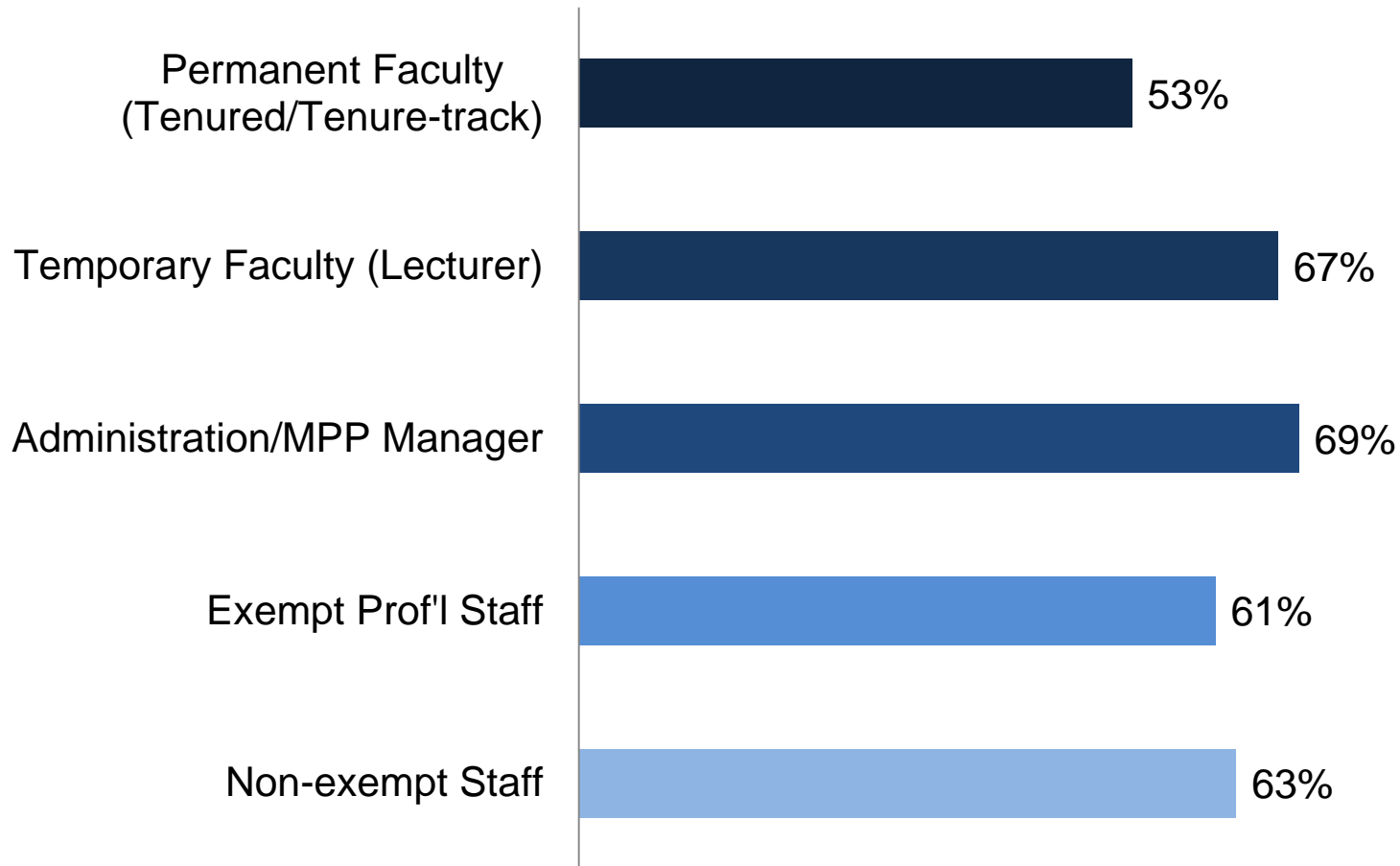
Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
32	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	66	8	82	4
27	Senior leadership provides a clear direction for this institution's future.	61	12	73	9
41	Senior leadership communicates openly about important matters.	59	11	73	7
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	62	12	76	7
56	I believe what I am told by senior leadership.	62	8	77	6

# Communication

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
8	When I offer a new idea, I believe it will be fully considered.	60	13	74	7
21	In my department, we communicate openly about issues that impact each other's work.	55	17	72	8
22	Changes that affect me are discussed prior to being implemented.	47	21	63	12
43	At this institution, we discuss and debate issues respectfully to get better results.	54	11	75	6

## 62. I believe a culture of open discussion and debate exists at Fresno State. (Pre-loaded)

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# Collaboration

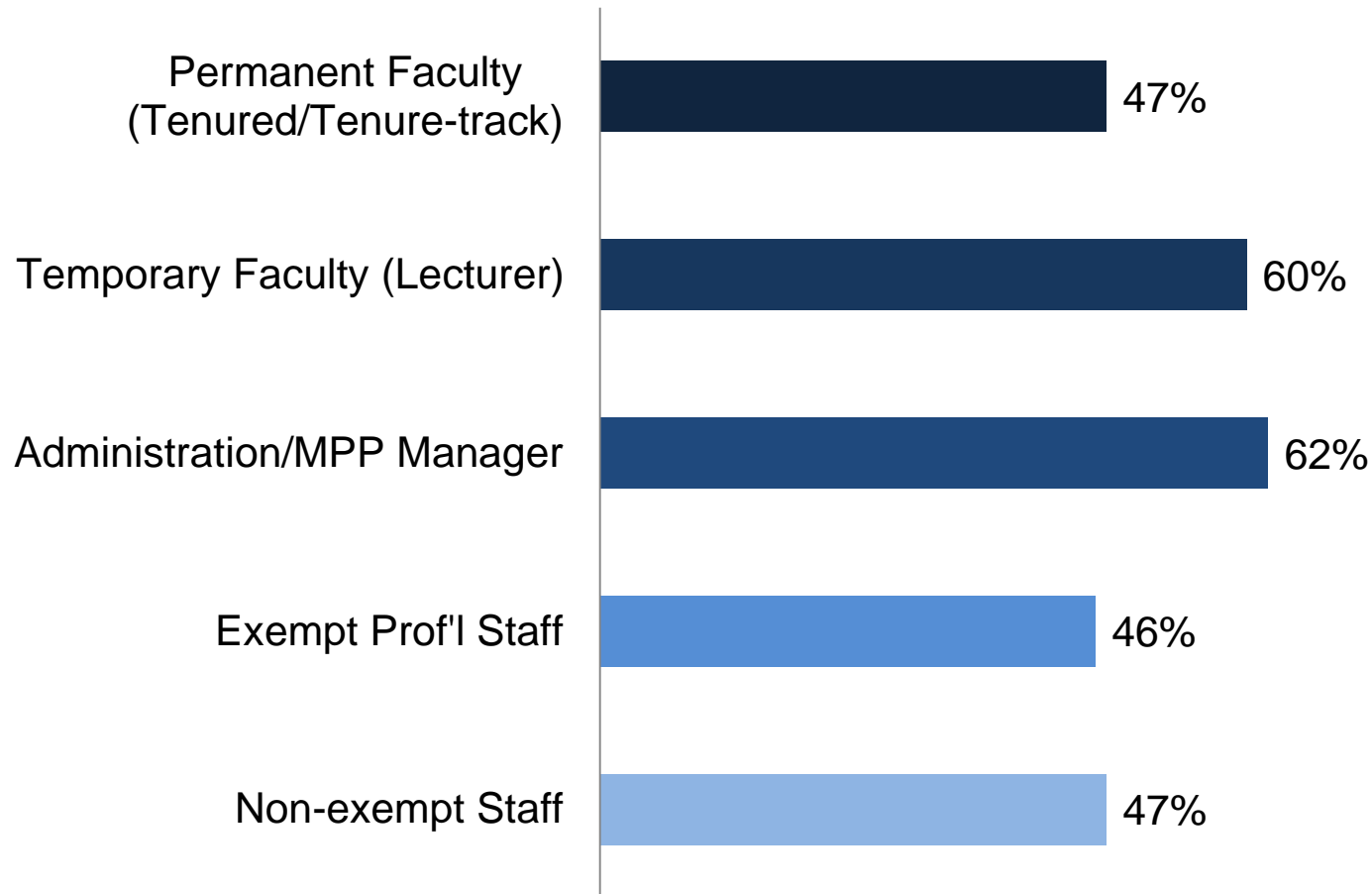
Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
13	We have opportunities to contribute to important decisions in my department.	60	14	75	7
23	People in my department work well together.	61	11	79	4
26	I can count on people to cooperate across departments.	54	11	71	7
58	There's a sense that we're all on the same team at this institution.	51	16	74	8

# Shared Governance

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
38	The role of faculty in shared governance is clearly stated and publicized.	57	12	76	7
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	66	7	81	4
55	There is regular and open communication among faculty, administration and staff.	50	13	72	7
42	Faculty, administration and staff are meaningfully involved in institutional planning.	50	13	69	8
46	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	63	6	83	3

## 42. Faculty, administration and staff are meaningfully involved in institutional planning. (Pre-loaded)

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# Respect & Appreciation

Survey Statement		2017 Fresno State % Positive	2017 Fresno State % Negative	2017 Honor Roll % Positive	2017 Honor Roll % Negative
61	People at Fresno State treat each other with respect.	65	4	-	-
9	I am regularly recognized for my contributions.	49	22	67	12
35	Our recognition and awards programs are meaningful to me.	47	22	61	14
51	There is appropriate recognition of innovative and high quality teaching.	64	8	81	5
52	We celebrate significant milestones and important accomplishments at this institution.	67	6	85	3



# Innovation Index

Survey Statement		2017 Fresno State	2017 Fresno State	2017 Honor Roll	2017 Honor Roll
		% Positive	% Negative	% Positive	% Negative
8	When I offer a new idea, I believe it will be fully considered.	60	13	74	7
13	We have opportunities to contribute to important decisions in my department.	60	14	75	7
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	60	17	74	10
20	My supervisor/department chair actively solicits my suggestions and ideas.	64	11	78	7
22	Changes that affect me are discussed prior to being implemented.	47	21	63	12
42	Faculty, administration and staff are meaningfully involved in institutional planning.	50	13	69	8

# ModernThink Recommendations

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1. Communicate a high level summary of the survey results to appropriate leadership groups and to the Fresno State community as a whole.
2. Capitalize on linkages to existing ongoing initiatives (e.g. strategic planning, diversity initiatives, leadership competency review, and marketing/branding efforts).
3. Consider introducing formal mechanisms/processes to enhance leadership visibility, interaction and relationship with the goals of fostering a greater sense of confidence in the alignment of leadership levels across the University and the experience of shared governance.
4. Review existing communication structures, processes, and norms to better determine what is currently working well and how best to strengthen the quality of communication and dialogue.
5. Review and address fairness concerns regarding performance management processes and accountability. Ensure systems and processes related to ensuring fair treatment are up-to-date and consistently communicated.
6. Ensure those in supervisory/leadership roles have the necessary training to provide day-to-day leadership, especially as it relates to fair treatment, coaching behaviors, and effective communication.
7. Consider an intentional focus on specifically defining and articulating the unique value proposition (employment brand) of Fresno State so that faculty and staff have a greater sense of alignment and shared culture.

# Communication, Dissemination & Planning

Action	Purpose	Timeframe
Cabinet receives initial reports	Understand high level findings	June
Cabinet receives detailed reports	Unpack data by division	July
Cabinet members share division data with leadership teams	Begin process of engaging leadership in discussion around findings	August
Cabinet sets high level campus priorities	Leadership Reflection/ Preliminary conversation to explore things we can do to improve workplace quality	August 15
Campus Presentations of data (Open Forums, Academic Senate, AALT, Department Chairs)	Engage campus in discussion	September 25, 26
Cabinet members engage managers and division employees in division specific conversation and action planning	Division wide discussions around what we can do to improve workplace quality	Fall 2017
Development of Action Plans	Continue to learn, measure, reflect and improve	Spring 2018
Specific Actions taken to influence key areas		Ongoing
Re-survey		Spring 2019

# Additional Resources

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