

Youngstown State University “Great Colleges to Work For” Campus Climate Survey

Theme Area Executive Summary

The Youngstown State University (YSU) data from the Chronicle of Higher Education’s “Great Colleges to Work For” Campus Climate Survey reflect significant challenges to the quality of the workplace experience.

Strengths: The survey themes with the highest percentage of positive responses (aggregate of “Strongly Agree” or “Agree” to individual questions in the scale):

Top 5 Survey Theme Areas (% positive)	YSU	Carnegie Master’s
1. Supervisors/Department Chairs	66%	75%
2. Job Satisfaction/Support	62%	74%
3. Pride	60%	78%
4. Professional Development	60%	71%
5. Facilities	58%	73%

The themes reflect a generally higher satisfaction with the immediate job duties and environment, as well as affiliation with the institution. *It should be specifically noted that all five of these categories as a whole only fall into the “Fair to Mediocre” level on the Great Colleges scale. YSU’s positive response percentage is 10-20 points lower than the average of other colleges in our Master’s Carnegie Classification (e.g., 66% YSU vs. 75% at other Master’s institutions).*

In the data disaggregated by job function (e.g., “Administration,” “Faculty”), some groups’ satisfaction levels cross over into the “Good” level, such as satisfaction with “Professional Development” for administration and faculty, and exempt professional staff’s satisfaction with “Facilities.” The job groups with the highest overall satisfaction were administration and adjunct faculty, though it should be noted that adjunct faculty had a low response rate so generalization to the larger group is limited.

Challenges: The survey themes with the lowest percentage of positive responses were:

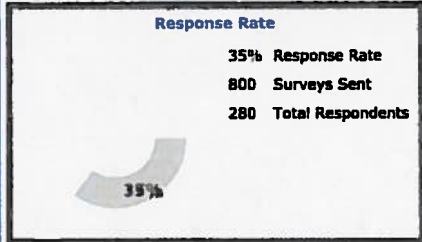
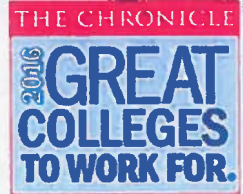
Bottom 5 Survey Theme Areas (% positive)	YSU	Carnegie Master’s
1. Senior Leadership	31%	61%
2. Faculty, Administration, and Staff Relations	32%	60%
3. Shared Governance	33%	63%
4. Communication	40%	60%
5. Collaboration	43%	63%

The themes reflect low satisfaction at the upper leadership and structural levels of the university. All five of the bottom five theme areas are considered at the “Poor” level in the Great Colleges scale. It should be noted that our benchmark institutions (Carnegie Master’s) satisfaction levels are 1½ to 2 times higher than YSU’s percentage of positive responses (e.g., 28% at YSU vs. 61% at other Master’s institutions).

While there is variation across the job categories, no disaggregated group’s average rises above the “Warrants Attention” level on the Great Colleges scale for these bottom five theme areas.

Next Steps: These data will be shared widely across campus. A series of public forums will be held to gather feedback and recommendations for addressing areas of greatest concern. Data from the forums will be used by senior leadership in developing action plans.

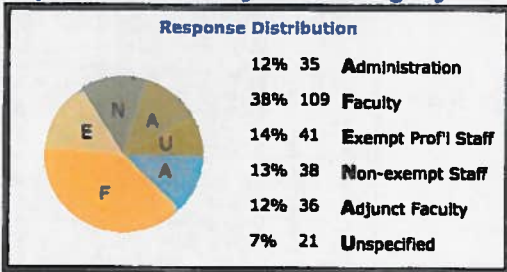
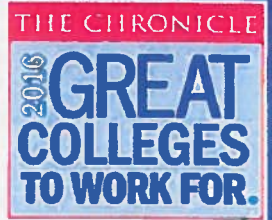
Youngstown State University
 ModernThink Higher Education Insight Survey 2016
 Topline Survey Results - Full Data Set



	Poor 0% - 44%	Warrants Attention 45% - 54%	Fair to Mediocre 55% - 64%	Good 65% - 74%	Very Good to Excellent 75% - 100%
	OVERALL		2016 Honor Roll > 10,000		2016 Carnegie Master's
Job Satisfaction/Support		62%	83%	74%	
Teaching Environment	46%		80%	68%	
Professional Development		60%	80%	71%	
Compensation, Benefits & Work/Life Balance		56%	79%	70%	
Facilities		58%	83%	73%	
Policies, Resources & Efficiency	44%		75%	61%	
Shared Governance	33%		77%	63%	
Pride		60%	86%	75%	
Supervisors/Department Chairs		66%	80%	79%	
Senior Leadership	31%		77%	61%	
Faculty, Administration & Staff Relations	32%		79%	60%	
Communication	40%		70%	60%	
Collaboration	43%		75%	63%	
Fairness	45%		72%	62%	
Respect & Appreciation	48%		77%	64%	
Survey Average		48%	78%	67%	

*Results in the first one or two columns (two if you participated in the program last year) of the table reflect your school's average percent positive for each survey dimension, that is, the percentage of your faculty and staff that responded with "Strongly Agree" or "Agree" to the statements comprising each dimension.

Youngstown State University ModernThink Higher Education Insight Survey 2016 Topline Results by Job Category - Full Data Set



	Poor 0% - 44%	Warrants Attention 45% - 54%	Fair to Mediocre 55% - 64%	Good 65% - 74%	Very Good to Excellent 75% - 100%	
	OVERALL	Administration	Faculty	Exempt Prof'l Staff	Non-exempt Staff	Adjunct Faculty
Job Satisfaction/Support	62%	59%	62%	54%	57%	72%
Teaching Environment	46%	57%	39%	55%	37%	56%
Professional Development	60%	66%	68%	47%	47%	55%
Compensation, Benefits & Work/Life Balance	56%	66%	55%	55%	57%	48%
Facilities	58%	55%	52%	70%	61%	60%
Policies, Resources & Efficiency	44%	45%	46%	40%	35%	53%
Shared Governance	33%	50%	33%	27%	15%	41%
Pride	60%	71%	54%	58%	56%	72%
Supervisors/Department Chairs	66%	71%	68%	51%	63%	72%
Senior Leadership	31%	46%	24%	33%	17%	54%
Faculty, Administration & Staff Relations	32%	37%	30%	31%	24%	51%
Communication	40%	52%	42%	31%	36%	40%
Collaboration	43%	52%	46%	40%	32%	40%
Fairness	45%	51%	47%	41%	34%	48%
Respect & Appreciation	48%	54%	50%	44%	42%	49%
Survey Average	48%	56%	48%	45%	41%	55%

*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.

The Chronicle Great Colleges to Work For 2016

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ModernThink Higher Education Insight Survey 2016

Youngstown State University

Aspirational & Peer Benchmark ScoreCard - Full Data Set

SCALE RANK	Q#	Total number of survey respondents (280)	YSU		Benchmark			
			+ Positive Response	- Negative Response	+ Youngstown State 2016 Aspirational Peer Benchmark	- Youngstown State 2016 Aspirational Peer Benchmark	+ 2016 Carnegie Master's	+ 2016 Control Public
		Supervisors/Department Chairs						
1	3	My supervisor/department chair makes his/her expectations clear.	68	10	75	8	75	73
	7	I receive feedback from my supervisor/department chair that helps me.	58	18	69	11	69	67
	12	I believe what I am told by my supervisor/department chair.	65	11	73	9	75	72
	16	My supervisor/department chair regularly models this Institution's values.	65	11	75	9	78	74
	19	My supervisor/department chair is consistent and fair.	66	13	73	10	74	72
	20	My supervisor/department chair actively solicits my suggestions and ideas.	61	23	72	10	73	71
	24	I have a good relationship with my supervisor/department chair.	81	5	84	5	85	83
		Supervisors/Department Chairs - Average						
			66	12	74	8	75	73
		Job Satisfaction/Support						
2	1	My job makes good use of my skills and abilities.	70	6	79	6	80	79
	2	I am given the responsibility and freedom to do my job.	77	9	81	5	83	82
	4	I am provided the resources I need to be effective in my job.	59	23	63	14	59	60
		Job Satisfaction/Support - Average						
			62	14	74	8	74	73
		Pride						
3	5	I understand how my job contributes to this Institution's mission.	80	7	87	4	89	87
	25	Overall, my department is a good place to work.	71	11	80	7	82	80
	36	I am proud to be part of this Institution.	65	14	77	6	79	77
	59	This Institution's culture is special - something you don't find just anywhere.	35	32	62	17	69	63
	60	All things considered, this is a great place to work.	51	21	72	10	74	72
		Pride - Average						
			60	17	75	8	78	75
		Professional Development						
4	6	I am given the opportunity to develop my skills at this institution.	58	18	76	9	73	73
	10	I understand the necessary requirements to advance my career.	62	19	72	12	70	71
		Professional Development - Average						
			60	18	74	10	71	72
		Facilities						
5	29	The Institution takes reasonable steps to provide a safe and secure environment for the campus.	73	7	83	5	82	82
	31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	43	28	64	14	65	65
		Facilities - Average						
			58	17	73	9	73	73
		Compensation, Benefits & Work/Life Balance						
6	11	I am paid fairly for my work.	39	48	44	34	47	47
	34	This Institution's benefits meet my needs.	58	18	79	7	75	76
	47	My supervisor/department chair supports my efforts to balance my work and personal life.	77	9	84	6	83	81
	53	This Institution's policies and practices give me the flexibility to manage my work and personal life.	61	12	77	8	75	75
		Compensation, Benefits & Work/Life Balance - Average						
			56	21	71	13	70	69
		Respect & Appreciation						
7	9	I am regularly recognized for my contributions.	36	34	56	18	57	56
	35	Our recognition and awards programs are meaningful to me.	32	42	51	23	48	47
	45	At this Institution, people are supportive of their colleagues regardless of their heritage or background.	71	6	81	6	82	79
	52	We celebrate significant milestones and important accomplishments at this Institution.	52	14	71	7	72	70
		Respect & Appreciation - Average						
			48	24	64	13	64	63
		Teaching Environment						
8	33	There is a good balance of teaching, service and research at this institution.	44	23	69	13	64	64
	40	Teaching is appropriately recognized in the evaluation and promotion process.	49	22	70	12	74	70
	51	There is appropriate recognition of innovative and high quality teaching.	45	29	68	10	68	66
		Teaching Environment - Average						
			46	25	69	11	68	66

The Chronicle Great Colleges to Work For 2016

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ModernThink Higher Education Insight Survey 2016

Youngstown State University

Aspirational & Peer Benchmark ScoreCard - Full Data Set

SCALE RANK	Q#	Total number of survey respondents (200)	YSU		Benchmark			
			Positive Response +	Negative Response -	Youngstown State 2016 Aspirational Peer Benchmark +	Youngstown State 2016 Aspirational Peer Benchmark -	2016 Carnegie Master's +	2016 Control Public +
		Fairness						
9	14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	51	34	64	16	65	64
	16	Promotions in my department are based on a person's ability.	46	32	58	20	59	56
	18	Issues of low performance are addressed in my department.	35	36	52	23	50	48
	44	This institution's policies and practices ensure fair treatment for faculty, administration and staff.	33	40	64	14	62	61
	54	This institution has clear and effective procedures for dealing with discrimination.	65	12	81	7	76	76
		Fairness - Average	45	33	63	16	62	61
		Policies, Resources & Efficiency						
10	17	Our review process accurately measures my job performance.	44	27	60	18	58	59
	28	My department has adequate faculty/staff to achieve our goals.	16	64	42	34	40	39
	30	Our orientation program prepares new faculty, administration and staff to be effective.	36	34	62	14	55	53
	48	This institution actively contributes to the community.	81	4	86	3	85	84
	50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	63	18	77	9	70	71
57	This institution is well run.	27	41	61	15	60	59	
		Policies, Resources & Efficiency - Average	44	31	64	15	61	60
		Collaboration						
11	13	We have opportunities to contribute to important decisions in my department.	50	27	70	12	71	69
	23	People in my department work well together.	58	16	70	8	73	69
	28	I can count on people to cooperate across departments.	43	17	60	12	57	56
	58	There's a sense that we're all on the same team at this institution.	39	48	53	20	54	52
		Collaboration - Average	43	32	63	13	63	61
		Communication						
12	8	When I offer a new idea, I believe it will be fully considered.	50	27	64	13	64	64
	21	In my department, we communicate openly about issues that impact each other's work.	55	19	64	13	67	64
	22	Changes that affect me are discussed prior to being implemented.	31	33	54	19	53	52
	43	At this institution, we discuss and debate issues respectfully to get better results.	31	43	58	15	56	54
		Communication - Average	40	35	60	15	60	58
		Shared Governance						
13	38	The role of faculty in shared governance is clearly stated and publicized.	36	30	63	15	63	63
	39	Faculty are appropriately involved in decisions related to the education program (e.g. curri.development, evaluation).	45	27	70	9	71	70
	42	Faculty, administration and staff are meaningfully involved in institutional planning.	39	49	54	19	55	53
		Shared Governance - Average	33	34	62	14	63	62
		Faculty, Administration & Staff Relations						
14	48	Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	41	28	67	9	67	65
	55	There is regular and open communication among faculty, administration and staff.	34	43	56	17	54	53
		Faculty, Administration & Staff Relations - Average	32	34	61	13	60	59
		Senior Leadership						
15	27	Senior leadership provides a clear direction for this institution's future.	31	44	55	20	58	55
	32	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	36	34	66	14	66	65
	37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	39	48	58	20	60	58
	41	Senior leadership communicates openly about important matters.	34	44	54	21	56	54
	48	Senior leadership regularly models this institution's values.	38	37	66	14	69	66
58	I believe what I am told by senior leadership.	32	39	60	17	61	59	
		Senior Leadership - Average	31	39	59	17	61	59
		Overall Survey Average 1 - 60	48	33	67	12	67	65

KEY	Positive +	Very Good/Excellent 75%+	Good 65%-74%	Fair to Mediocre 55%-64%	Warrants Attention 45%-54%	Poor 25%	
	Negative -	Excellent - Very Good <10%	Fair - Good 10%-14%		Yellow Flag 15%-19%	Red Flag 20%-29%	Acute 30%+

What do you appreciate most about working at this institution? (n=236)

1. **Positive Relationships with Colleagues**
Respondents share positively about relationships with their colleagues within offices and departments. Consistent throughout the comments are positive statements about employees having the support of their supervisors, chairs and deans. Colleagues are viewed as professional, friendly and supportive. 92 comments (38.98%) were coded to this theme.
2. **Working Towards the Common Goal of Student Success**
Respondents cite working towards the common goal of helping students succeed. Comments regularly reference the job satisfaction that comes from watching students develop personally and professionally. There are frequent references to working together or on a team to meet this goal of serving students. 61 comments (25.85%) were coded to this theme.
3. **Interacting with Great Students**
Respondents view students as valuable, hard-working and approachable. 52 comments (22.03%) were coded to this theme.
4. **Benefits Associated with Job**
Respondents reference various parts of their compensation package that they see as valuable - health benefits, pension, tuition remission, vacation time, paid leave, union support, pay and others. It is important to note the tension in that many respondents reflect on their compensation package in a negative way in the second survey question – however, this selection of comments focus on benefits as one of the things they appreciate most about working at Youngstown State University. 47 comments (19.92%) were coded to this theme.
5. **Freedom & Flexibility**
Respondents report positively on the freedom they have to perform their job to the best of their abilities and in creative ways. Respondents also highlight the flexibility they have in their schedules. Both professional freedom and flexibility are viewed as positive job characteristics. 37 comments (15.68%) were coded to this theme.
6. **Satisfaction with Job**
Respondents enjoy the specific tasks associated with their job and the many opportunities they have associated with their position(s). Additionally, some respondents reflect on the personal enjoyment that comes from their work. 32 comments (13.56%) were coded to this theme.
7. **Dedicated Faculty & Staff**
Respondents speak specifically to the commitment, passion, work-ethic and dedication of faculty and staff on campus. 24 comments (10.17%) were coded to this theme.
8. **Role of Youngstown State University to the Community**
Respondents reflect on the role Youngstown State University has in the city, county and region. Community involvement is seen as positive aspect of being employed at Youngstown State University. 23 comments (9.75%) were coded to this theme.
9. **Being a Part of the Youngstown State University Family**
Respondents demonstrate pride in being a part of the Youngstown State University family. Association with the university is respected by outsiders. 14 comments (5.93%) were coded to this theme.
10. **The Potential**
While noticeably a smaller percent of comments were coded this way, this theme highlights the potential (campus improvements, vision for the future and positive growth) employees see for Youngstown State University. 10 comments (4.24%) were coded to this theme.

What would make this institution a better place to work? (n=242)

1. **Senior Leadership Valuing Employees**
Comments reveal a sense that Senior Leadership (President, Provost and Board of Trustees) does not value, respect or trust Faculty, Staff and/or Students. Respondents perceive that employee relationships and contributions are underappreciated. Comments emphasize that valuing employees would build trust and morale, while valuing students would be in line with the mission of Youngstown State University. There is the perception that Senior Leadership makes decisions for personal, professional and/or political gain – not with the best interest of employees and/or students in mind. **67 comments (27.69%)** were coded to this theme.
2. **Removing and/or Accountability for Senior Leadership**
Comments include a call to terminate or hold accountable those in Senior Leadership at Youngstown State University (including the Provost, President and/or Board of Trustee members) for areas such as misdirected financial goals, inadequate enrollment management, questionable hiring practices, mistreatment of employees and general mismanagement and misdirection of the university. Respondents desire senior leaders with knowledge of the functioning of higher education, along with leaders who do not micromanage (specifically the Provost and Board of Trustees). **53 comments (21.9%)** were coded to this theme.
3. **Strategic Communication from Senior Leadership**
Respondents desire strategic thinking and communication from Senior Leadership about the mission, goals, direction and decisions of the university. Employees desire leaders who communicate a vision for Youngstown State University with forthrightness and inform all employees of university changes. **51 comments (21.07%)** were coded to this theme.
4. **Equitable Pay Structures**
Respondents discuss higher pay, merit based pay raises outside of union contracts, equitable pay structures across departments, pay structures that are comparable to other universities and improved benefits. Two things to note: 1. Conflict between the theme from question one about employees appreciating the benefits associated with their job. While this theme did include comments about benefits, majority of comments relate to either a pay increase or fairer pay structures. 2. This code does not include any comments coded about part-time/adjunct faculty pay. Including the call for fairer pay for adjunct faculty would make the theme of *Equitable Pay Structures* the most prevalent in the comments. **50 comments (20.66%)** were coded to this theme.
5. **Resources**
Respondents request facility maintenance and safety, facility upgrades, better technology support, technology upgrades, ADA support and training, and an increase of resources focused on student success and innovative teaching and learning. **49 comments (20.25%)** were coded to this theme.
6. **Transparency, Openness and Shared Decision Making**
Respondents focus on much needed transparency and openness in decision making; a genuine commitment to shared governance from Senior Leadership. Employees want input in the decision-making process, especially in decisions that will affect the functions of their job. **48 comments (19.83%)** were coded to this theme.
7. **Added Staff/Faculty with a Less Top-Heavy Organizational Structure**
Respondents wish the university would be less top-heavy. Instead of adding new administrators, respondents want to add full-time faculty, add staff, and fairly compensate employees. Identified is the need to have more people to do the hands-on work of helping students. Additionally, resources should be put towards the training and transitioning of new staff and faculty. **40 comments (16.53%)** were coded to this theme.

8. **Clarity in Emphasis between Research and Teaching**

Respondents express the need for clarification of Youngstown State University as an “urban research institute.” Respondents question how much the university values research over teaching or teaching over research. Comments express concern for course load and resource allocation towards toward either research or teaching. 24 comments (9.92%) were coded to this theme.

8. **Care for Part-Time Faculty**

Respondents call for a pay raise for part-time faculty and/or opportunities for full-time positions. 24 comments (9.92%) were coded to this theme.

8. **Working Relationships and Collaboration**

Respondents would like to have better working relationships with their colleagues. This includes relationships within offices/programs, but also across departments and colleges. Comments focus on a call for collaboration and a realization that all employees are on the same team. 24 comments (9.92%) were coded to this theme.

11. **Less Division as a Result of Union and Contract Negotiations**

Respondents share how tense negotiations involving contracts have caused division, bitterness and imbalance in resources/pay/benefits on campus. Comments reference divisions between bargaining units and within bargaining units. 19 comments (7.85%) were coded to this theme.

12. **Fair Treatment across Departments and Colleges**

Respondents focus on the need for fair treatment of all departments and colleges in line with Youngstown State University’s mission. There is a specific mention of favoritism for STEM programs in the comments. 14 comments (5.79%) were coded to this theme.

13. **Opportunities for Professional Growth**

Respondents would like more opportunities for professional development, employee recognition and career advancement. 10 comments (4.13%) were coded to this theme.

14. **Holding Employees Responsible for Completing Their Jobs**

Respondents desire for all employees and supervisors to be responsible for their job performance. There are specific references to Human Resources and Information Technology Services being responsible for providing better service. Note: This theme includes no comments coded regarding senior leadership. 9 comments (3.72%) were coded to this theme.

15. **Less Focus on Athletics**

Comments reveal that there may be too much priority placed on athletics. 7 comments (2.9%) were coded to this theme.

15. **Job Flexibility**

In contrast to the *Freedom & Flexibility* theme in question one, respondents would like increased job flexibility and/or the freedom to work from home. 7 comments (2.9%) were coded to this theme.

17. **Relationship with State Legislation and Funding**

A small selection of comments discusses state funding, Youngstown State University’s reactionary stance to legislation coming from the state and Youngstown State University’s role as an advocate to the State. 6 comments (2.48%) were coded to this theme.

18. **Increased Diversity of Faculty and Staff**

These comments focus on a need to increase diversity in faculty and staff. 5 comments (2.07%) were coded to this theme.