

# Optimal Places to Work in Higher Education

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## Characteristics of Vital Colleges <sup>1</sup>

- ↑ A genuine mission with clear goals
- ↑ Distinctive institutional culture
- ↑ Productive faculty-administration relations
- ↑ Participatory governance
- ↑ Decentralized control
- ↑ Effective communication systems
- ↑ Competent supportive staff
- ↑ Sufficient technical and other resources
- ↑ A heterogeneous, diverse community
- ↑ Fair, equitable, sufficient rewards and recognition
- ↑ Opportunities for career flexibility
- ↑ Effective leadership within the faculty

## Characteristics of Unhealthy Colleges <sup>2</sup>

- ↓ Work overloads (*demands exceed resources*)
- ↓ Lack of control (*powerless, ineffectual faculty governance*)
- ↓ Lack of trust (*insensitive, unpredictable leadership*)
- ↓ Insufficient reward (*underpaid, not at parity*)
- ↓ Breakdown of community (*divisiveness, alienation, withdrawal*)
- ↓ Absence of fairness (*inequity in workloads and rewards*)
- ↓ Value conflicts (*compromised values & unrealized ideals*)

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<sup>1</sup> From Bland & Bergquist (1997) and Rice & Austin (1988)

<sup>2</sup> From Maslach & Goldberg (1998)