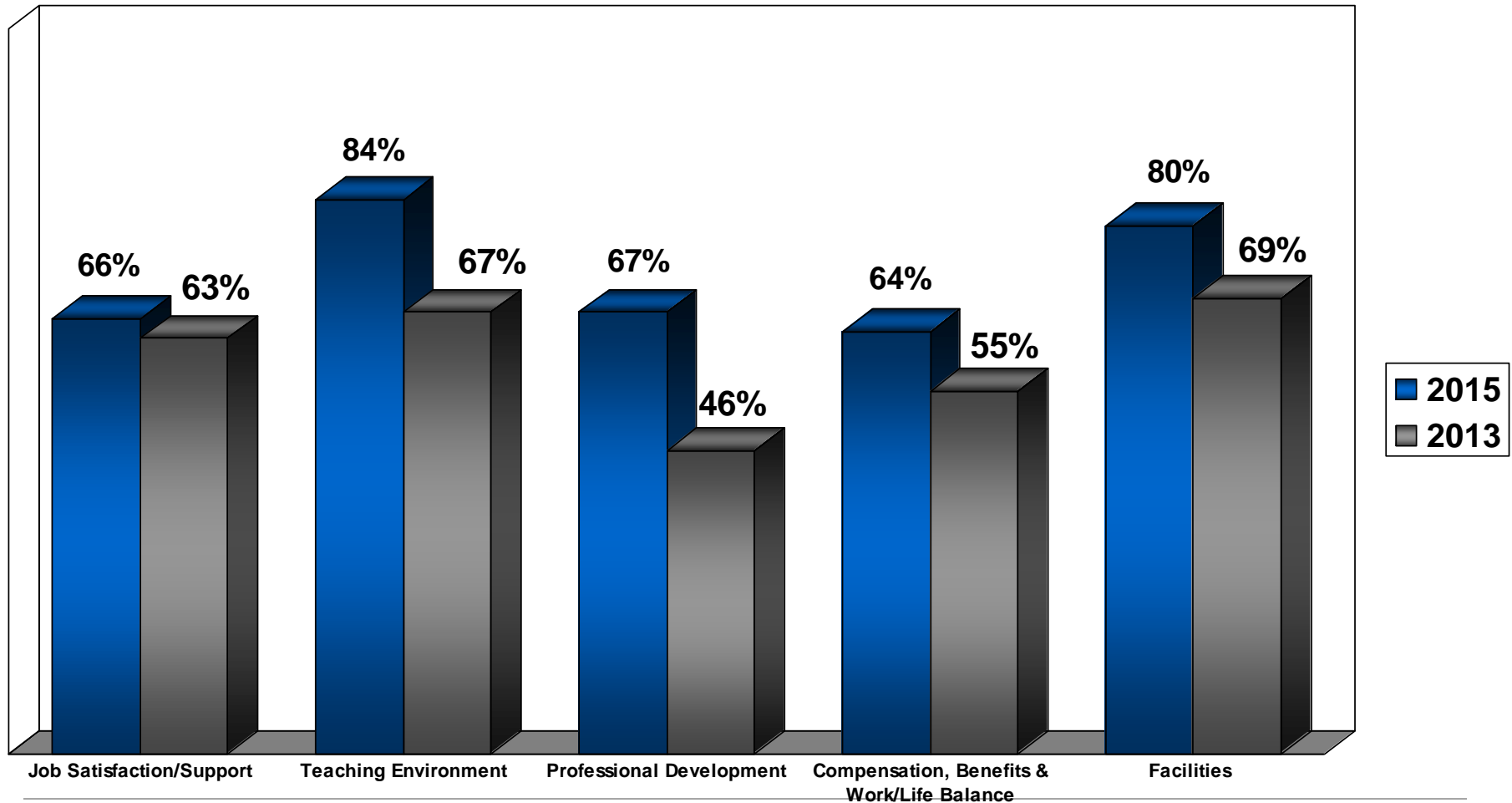


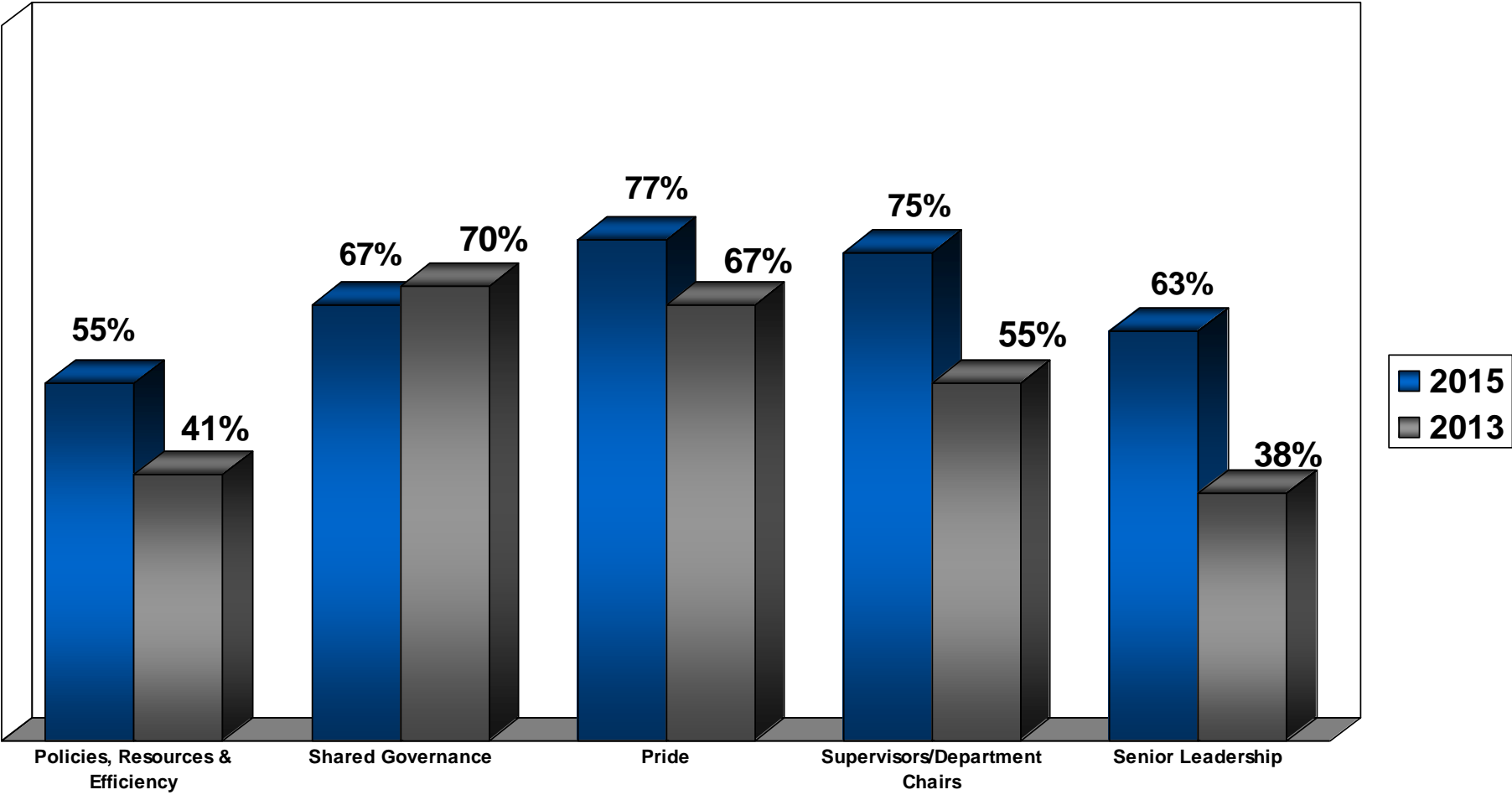
Overarching Themes – Advancement

- Results of the Advancement division show dramatic improvement from the 2013 survey. In 2015 there were 58 statements that showed improvement of 10 percentage points or more (combined increase in positive response and decrease in negative response).
- Conversely, in 2015 there were 7 statements that regressed 5 percentage points or more (combined decrease in positive response and increase in negative response).
- With the challenges of the transition within the division largely in the past, there is much higher positive regard for the workplace experience and strength of the culture within Advancement.
- Advancement staff appreciate the focus on Excell@CC and Diversity training and at the same time express a need for continued improvements related to the consistency of the performance management process, the competitiveness of compensation and staffing/resource challenges.
- Those in Advancement also express a desire for a continued focus on the quality of communication as well as greater opportunities to connect with their colleagues across Colorado College, particularly those with whom they don't regularly interact (e.g., faculty).

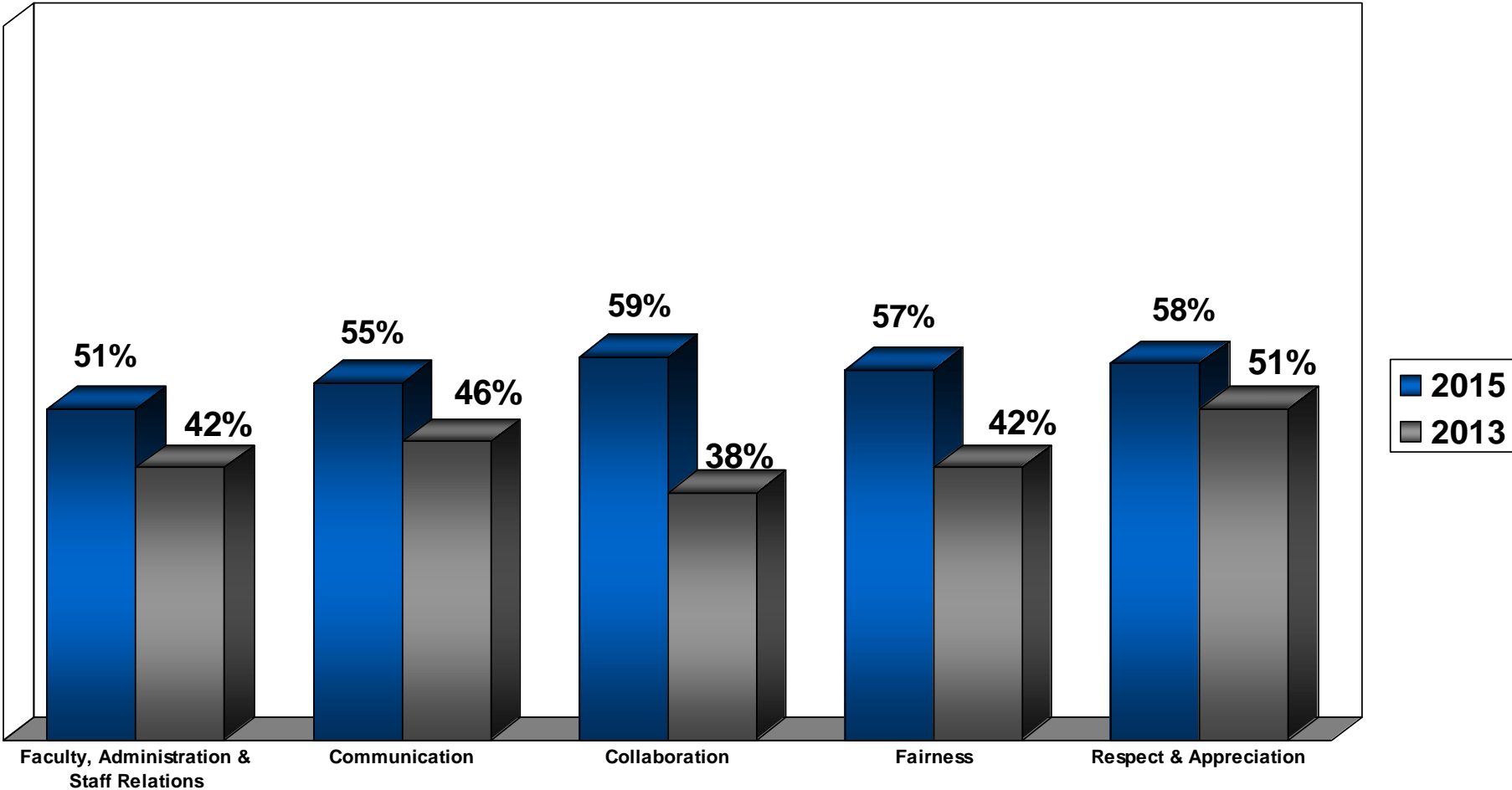
Dimensions – Advancement (Overall % Positive)



Dimensions – Advancement (Overall % Positive)



Dimensions – Advancement (Overall % Positive)



Most Improved – Advancement

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
30 Our orientation program prepares new faculty, administration and staff to be effective.	71	14	15	35	61	9
15 My supervisor/department chair regularly models this institution's values.	78	3	40	40	73	6
16 Promotions in my department are based on a person's ability.	41	10	29	64	57	15
57 This institution is well run.	75	0	31	18	66	5
48 Senior leadership regularly models this institution's values.	67	0	36	31	70	5

Most Improved – Advancement

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
32 Our senior leadership has the knowledge, skills and experience necessary for institutional success.	80	0	36	13	72	4
70 Decisions based on the institution's policies and processes are applied with appropriate transparency.	50	3	28	38	55	13
19 My supervisor/department chair is consistent and fair.	75	6	45	31	70	10
71 Our system for addressing feedback and complaints is effective.	46	23	15	47	46	18

Most Improved – Advancement

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
55 There is regular and open communication among faculty, administration and staff.	40	10	22	45	42	17
23 People in my department work well together.	71	0	31	13	72	4
14 I can speak up or challenge a traditional way of doing something without fear of harming my career.	65	3	45	36	62	13

Top Ten Statements - Advancement

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
29 The institution takes reasonable steps to provide a safe and secure environment for the campus.	96	0	81	4	84	4
5 I understand how my job contributes to this institution's mission.	96	0	90	0	92	1
36 I am proud to be part of this institution.	90	0	81	9	87	1
24 I have a good relationship with my supervisor/department chair.	90	0	59	13	83	4
45 At this institution, people are supportive of their colleagues regardless of their heritage or background.	87	0	90	0	74	6

Top Ten Statements - Advancement

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
51 There is appropriate recognition of innovative and high quality teaching.	87	6	81	18	72	6
40 Teaching is appropriately recognized in the evaluation and promotion process.	85	14	57	14	70	8
33 There is a good balance of teaching, service and research at this institution.	82	8	64	11	71	7
47 My supervisor/department chair supports my efforts to balance my work and personal life.	81	6	63	22	78	6
20 My supervisor/department chair actively solicits my suggestions and ideas.	81	6	59	22	70	9

Strengths

- Job Satisfaction
- Connection to Mission
- Supervisor Competencies
- Diversity & Inclusion

Job Satisfaction

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
1 My job makes good use of my skills and abilities.	71	3	72	18	81	1
2 I am given the responsibility and freedom to do my job.	78	6	68	9	84	3
72 I find personal meaning and fulfillment in my work.	68	9	63	9	83	5

Connection to Mission

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
5 I understand how my job contributes to this institution's mission.	96	0	90	0	92	1
49 This institution actively contributes to the community.	54	16	90	4	76	4
36 I am proud to be part of this institution.	90	0	81	9	87	1

Supervisor Competencies

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
3 My supervisor/department chair makes his/her expectations clear.	71	6	63	18	68	8
7 I receive feedback from my supervisor/department chair that helps me.	62	6	68	18	61	12
20 My supervisor/department chair actively solicits my suggestions and ideas.	81	6	59	22	70	9
24 I have a good relationship with my supervisor/department chair.	90	0	59	13	83	4
47 My supervisor/department chair supports my efforts to balance my work and personal life.	81	6	63	22	78	6

Supervisor Competencies (cont.)

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
15 My supervisor/department chair regularly models this institution's values.	78	3	40	40	73	6
12 I believe what I am told by my supervisor/department chair.	71	3	54	27	74	5
19 My supervisor/department chair is consistent and fair.	75	6	45	31	70	10

Diversity & Inclusion

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
64 People at this institution understand and value the benefits of a diverse workforce.	75	3	80	4	71	5
45 At this institution, people are supportive of their colleagues regardless of their heritage or background.	87	0	90	0	74	6
54 This institution has clear and effective procedures for dealing with discrimination.	69	7	57	14	65	11
50 This institution places sufficient emphasis on having diverse faculty, administration and staff.	75	3	68	9	76	5
65 Overall, I am satisfied with the institution's efforts to support and encourage the valuing of different opinions, styles, and perceptions.	80	9	63	18	70	9

Bottom Ten Statements - Advancement

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
28 My department has adequate faculty/staff to achieve our goals.	18	43	22	72	40	31
67 My salary range/band is appropriate for my job.	31	37	31	40	51	26
11 I am paid fairly for my work.	31	34	36	50	55	21
35 Our recognition and awards programs are meaningful to me.	32	35	30	35	46	22
66 The faculty value the contributions of staff.	36	8	35	0	44	14

Bottom Ten Statements - Advancement

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
17 Our review process accurately measures my job performance.	40	31	23	38	47	24
22 Changes that affect me are discussed prior to being implemented.	40	15	40	36	52	15
55 There is regular and open communication among faculty, administration and staff.	40	10	22	45	42	17
16 Promotions in my department are based on a person's ability.	41	10	29	64	57	15
71 Our system for addressing feedback and complaints is effective.	46	23	15	47	46	18

Opportunities

- Compensation
- Resources, Support & Workload
- Senior Leadership
- Communication & Collaboration
- Performance Management
- Respect & Appreciation

Compensation

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
63 I understand how the compensation system works.	50	15	40	27	60	14
67 My salary range/band is appropriate for my job.	31	37	31	40	51	26
11 I am paid fairly for my work.	31	34	36	50	55	21

Resources, Support & Workload

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
4 I am provided the resources I need to be effective in my job.	50	9	50	22	66	9
31 The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	64	16	57	28	64	13
28 My department has adequate faculty/staff to achieve our goals.	18	43	22	72	40	31
69 My actual responsibilities accurately reflect my job description.	56	18	59	36	63	15
68 Overall, my workload is reasonable.	50	21	50	9	52	20

Senior Leadership

Survey Statement		2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
27	Senior leadership provides a clear direction for this institution's future.	62	0	36	13	62	10
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	54	0	36	31	61	9
41	Senior leadership communicates openly about important matters.	59	6	40	27	57	11
56	I believe what I am told by senior leadership.	56	6	45	27	61	11

Communication

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
8 When I offer a new idea, I believe it will be fully considered.	65	0	59	22	63	10
21 In my department, we communicate openly about issues that impact each other's work.	62	6	45	27	63	12
22 Changes that affect me are discussed prior to being implemented.	40	15	40	36	52	15
43 At this institution, we discuss and debate issues respectfully to get better results.	53	10	42	14	53	8

Difficult Conversations

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
14 I can speak up or challenge a traditional way of doing something without fear of harming my career.	65	3	45	36	62	13
61 In my department, we address conflicts effectively when they arise.	48	13	40	18	56	14
71 Our system for addressing feedback and complaints is effective.	46	23	15	47	46	18

Collaboration

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
13 We have opportunities to contribute to important decisions in my department.	59	6	50	40	69	7
23 People in my department work well together.	71	0	31	13	72	4
26 I can count on people to cooperate across departments.	59	0	59	9	57	6
58 There's a sense that we're all on the same team at this institution.	50	12	13	22	49	16

Performance Management

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
17 Our review process accurately measures my job performance.	40	31	23	38	47	24
7 I receive feedback from my supervisor/department chair that helps me.	62	6	68	18	61	12
16 Promotions in my department are based on a person's ability.	41	10	29	64	57	15
18 Issues of low performance are addressed in my department.	58	0	40	30	49	17

Respect & Appreciation

Survey Statement	2015 Advancement (Positive %)	2015 Advancement (Negative %)	2013 Advancement (Positive %)	2013 Advancement (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
9 I am regularly recognized for my contributions.	53	12	40	27	57	12
35 Our recognition and awards programs are meaningful to me.	32	35	30	35	46	22
37 Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	54	0	36	31	61	9
66 The faculty value the contributions of staff.	36	8	35	0	44	14

66. The faculty value the contributions of staff.

