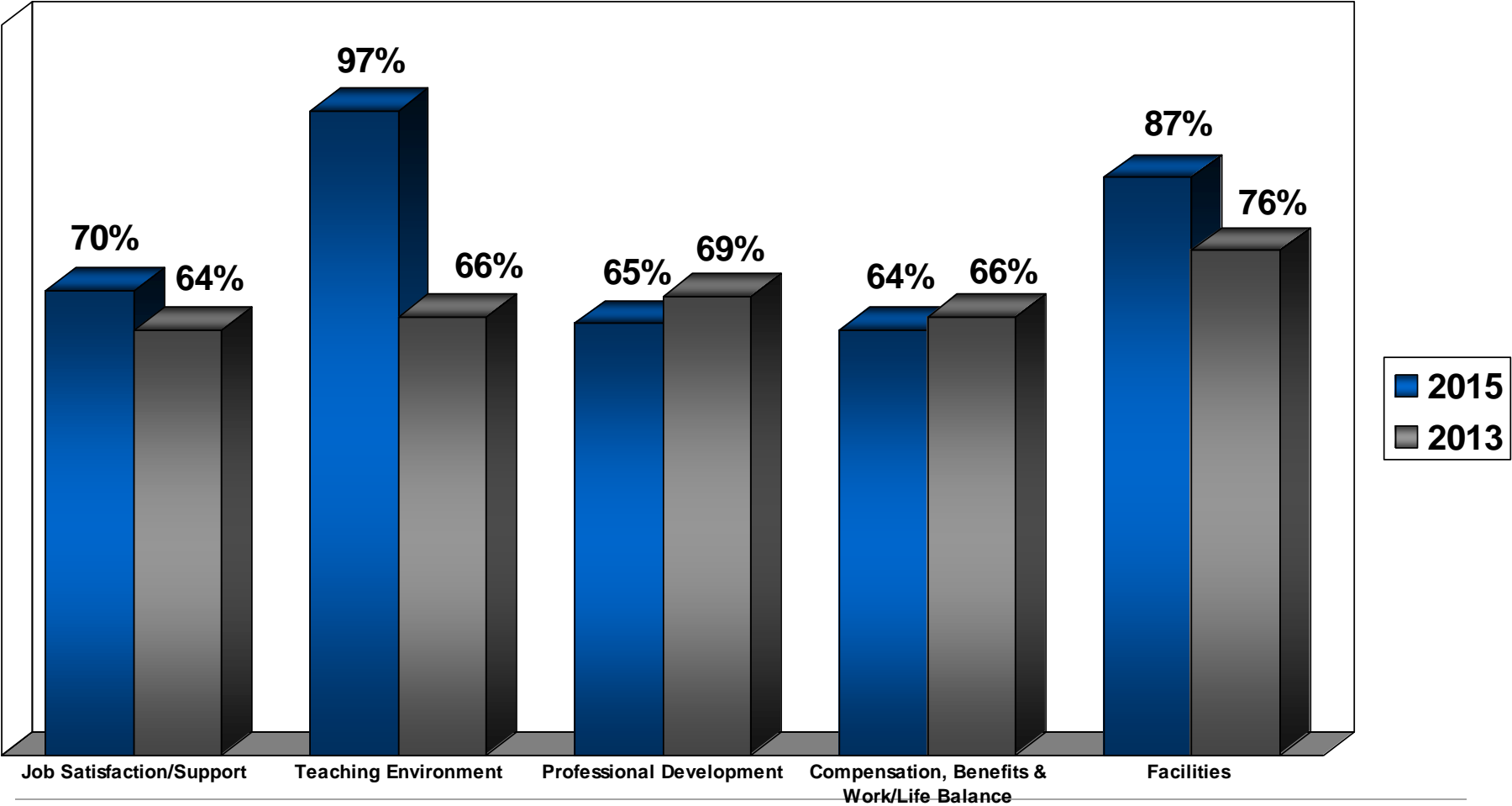


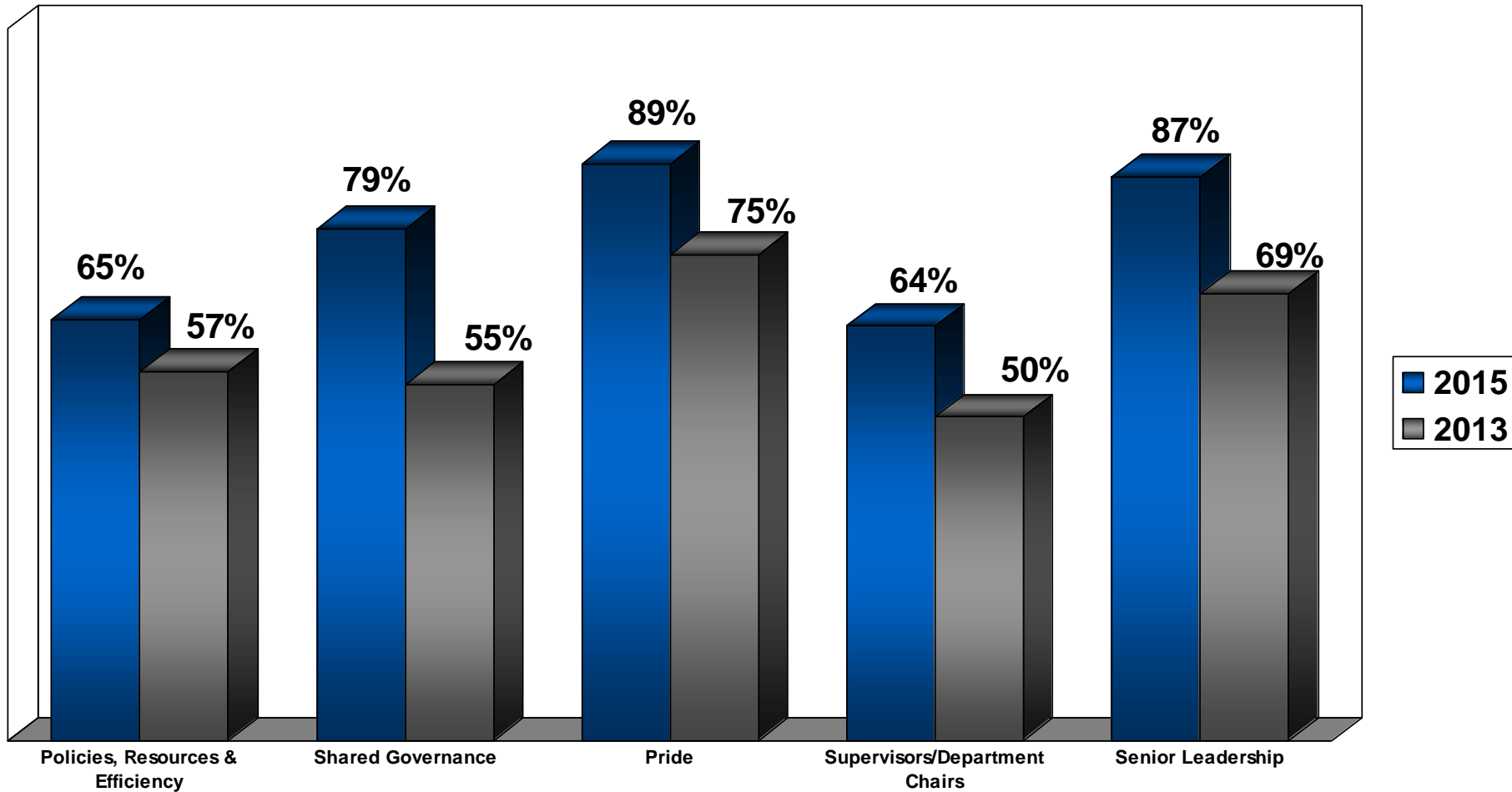
Overarching Themes – Enrollment Management

- Results of the Enrollment Management division show significant improvement from the 2013 survey. In 2015 there were 46 statements that showed improvement of 10 percentage points or more (combined increase in positive response and decrease in negative response).
- In 2015 there were 14 statements that regressed 5 percentage points or more (combined decrease in positive response and increase in negative response).
- Compared to other divisions, within Enrollment Management there is a greater sense of:
 - confidence in senior leadership
 - a belief that the facilities are adequate
 - a sense of respect and appreciation.
- Conversely, while there is improvement in the supervisor dimension, the experience of supervisors within Enrollment Management is less positive than in other administrative divisions.
- Staff within Enrollment Management express a need for continued improvements related to performance management, work/life balance and communication.

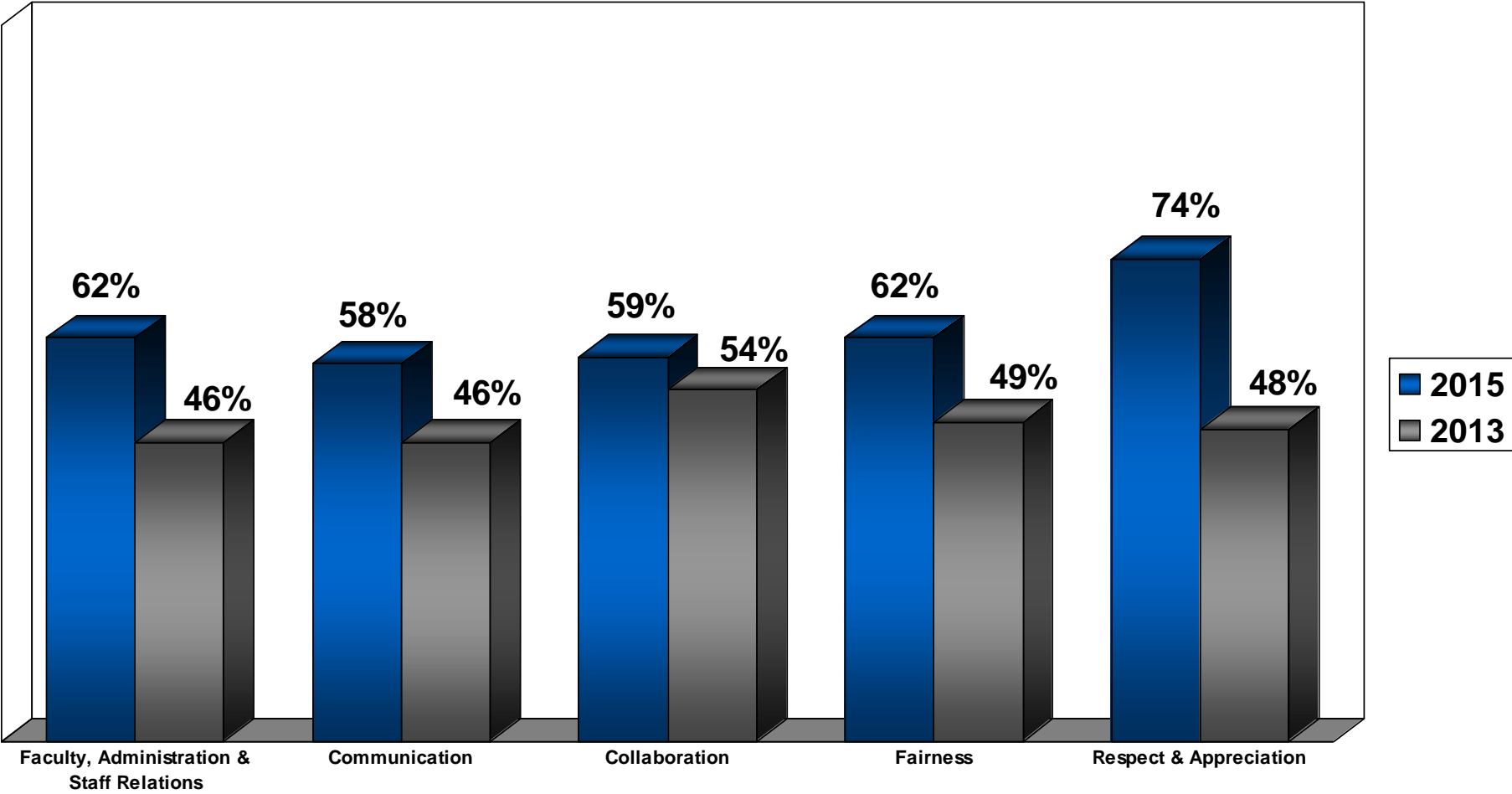
Dimensions – Enrollment Management (Overall % Positive)



Dimensions – Enrollment Management (Overall % Positive)



Dimensions – Enrollment Management (Overall % Positive)



Most Improved – Enrollment Management

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
35 Our recognition and awards programs are meaningful to me.	72	4	35	17	46	22
40 Teaching is appropriately recognized in the evaluation and promotion process.	100	0	57	0	70	8
18 Issues of low performance are addressed in my department.	45	30	22	50	49	17
39 Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	100	0	60	0	72	5
52 We celebrate significant milestones and important accomplishments at this institution.	95	0	55	0	72	4

Most Improved – Enrollment Management

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
66 The faculty value the contributions of staff.	61	9	18	6	44	14
9 I am regularly recognized for my contributions.	54	9	22	16	57	12
59 This institution's culture is special - something you don't find just anywhere.	86	4	55	11	75	6
22 Changes that affect me are discussed prior to being implemented.	54	22	27	33	52	15
51 There is appropriate recognition of innovative and high quality teaching.	92	0	55	0	72	6
13 We have opportunities to contribute to important decisions in my department.	63	4	38	16	69	7

Top 10 Statements – Enrollment Management

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
33 There is a good balance of teaching, service and research at this institution.	100	0	86	0	71	7
40 Teaching is appropriately recognized in the evaluation and promotion process.	100	0	57	0	70	8
39 Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	100	0	60	0	72	5
5 I understand how my job contributes to this institution's mission.	100	0	88	0	92	1
32 Our senior leadership has the knowledge, skills and experience necessary for institutional success.	100	0	88	5	72	4

Top 10 Statements – Enrollment Management

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
36 I am proud to be part of this institution.	95	0	83	5	87	1
48 Senior leadership regularly models this institution's values.	95	0	83	0	70	5
52 We celebrate significant milestones and important accomplishments at this institution.	95	0	55	0	72	4
75 The strategic plan provides a clear road map for this college's future.	95	0	-	-	68	7
34 This institution's benefits meet my needs.	95	4	94	5	80	3

Strengths

- Job Satisfaction & Connection to Mission
- Senior Leadership
- Cross-functional Collaboration
- Diversity & Inclusion
- Respect & Appreciation

Job Satisfaction & Connection to Mission

Survey Statement		2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
1	My job makes good use of my skills and abilities.	72	0	77	5	81	1
72	I find personal meaning and fulfillment in my work.	86	4	72	5	83	5
5	I understand how my job contributes to this institution's mission.	100	0	88	0	92	1
36	I am proud to be part of this institution.	95	0	83	5	87	1

Senior Leadership

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
27 Senior leadership provides a clear direction for this institution's future.	90	4	72	11	62	10
41 Senior leadership communicates openly about important matters.	72	0	44	0	57	11
32 Our senior leadership has the knowledge, skills and experience necessary for institutional success.	100	0	88	5	72	4
62 I trust senior leadership enough to follow them, even when I disagree with their decisions.	77	4	72	0	67	8
56 I believe what I am told by senior leadership.	81	4	66	0	61	11

Cross-functional Collaboration

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
26 I can count on people to cooperate across departments.	59	9	76	0	57	6
43 At this institution, we discuss and debate issues respectfully to get better results.	76	4	61	5	53	8
46 Faculty, administration and staff work together to ensure the success of institution programs and initiatives.	72	9	66	5	65	5
58 There's a sense that we're all on the same team at this institution.	63	18	44	16	49	16

Diversity & Inclusion

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
64 People at this institution understand and value the benefits of a diverse workforce.	77	4	66	5	71	5
45 At this institution, people are supportive of their colleagues regardless of their heritage or background.	77	9	83	0	74	6
54 This institution has clear and effective procedures for dealing with discrimination.	65	15	58	5	65	11
50 This institution places sufficient emphasis on having diverse faculty, administration and staff.	77	0	66	5	76	5
65 Overall, I am satisfied with the institution's efforts to support and encourage the valuing of different opinions, styles, and perceptions.	72	9	50	11	70	9

Respect & Appreciation

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
9 I am regularly recognized for my contributions.	54	9	22	16	57	12
35 Our recognition and awards programs are meaningful to me.	72	4	35	17	46	22
37 Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	86	4	61	11	61	9
66 The faculty value the contributions of staff.	61	9	18	6	44	14

Bottom 10 Statements – Enrollment Management

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
73 I am able to maintain a healthy balance between my personal life and professional life.	31	40	55	11	58	14
67 My salary range/band is appropriate for my job.	31	27	50	22	51	26
61 In my department, we address conflicts effectively when they arise.	38	33	16	27	56	14
68 Overall, my workload is reasonable.	40	27	55	11	52	20
21 In my department, we communicate openly about issues that impact each other's work.	40	18	55	27	63	12

Bottom 10 Statements – Enrollment Management

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
71 Our system for addressing feedback and complaints is effective.	42	26	29	35	46	18
18 Issues of low performance are addressed in my department.	45	30	22	50	49	17
63 I understand how the compensation system works.	45	22	77	5	60	14
17 Our review process accurately measures my job performance.	45	20	23	29	47	24
10 I understand the necessary requirements to advance my career.	45	13	72	11	61	12

Opportunities

- Compensation
- Support & Workload
- Supervisors
- Communication
- Performance Management

Compensation

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
11 I am paid fairly for my work.	50	22	44	22	55	21
67 My salary range/band is appropriate for my job.	31	27	50	22	51	26
34 This institution's benefits meet my needs.	95	4	94	5	80	3
63 I understand how the compensation system works.	45	22	77	5	60	14

Support & Workload

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
4 I am provided the resources I need to be effective in my job.	59	13	66	0	66	9
28 My department has adequate faculty/staff to achieve our goals.	54	18	61	5	40	31
53 This institution's policies and practices give me the flexibility to manage my work and personal life.	50	13	61	5	66	10
47 My supervisor/department chair supports my efforts to balance my work and personal life.	63	18	66	5	78	6
68 Overall, my workload is reasonable.	40	27	55	11	52	20

Supervisors

Survey Statement		2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
24	I have a good relationship with my supervisor/department chair.	81	9	66	11	83	4
12	I believe what I am told by my supervisor/department chair.	59	9	55	11	74	5
15	My supervisor/department chair regularly models this institution's values.	63	13	61	5	73	6
19	My supervisor/department chair is consistent and fair.	59	27	44	22	70	10
3	My supervisor/department chair makes his/her expectations clear.	59	18	44	16	68	8

Communication

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
8 When I offer a new idea, I believe it will be fully considered.	63	18	44	11	63	10
21 In my department, we communicate openly about issues that impact each other's work.	40	18	55	27	63	12
13 We have opportunities to contribute to important decisions in my department.	63	4	38	16	69	7
55 There is regular and open communication among faculty, administration and staff.	52	14	27	16	42	17
22 Changes that affect me are discussed prior to being implemented.	54	22	27	33	52	15

Performance Management

Survey Statement	2015 Enrollment Management (Positive %)	2015 Enrollment Management (Negative %)	2013 Enrollment Management (Positive %)	2013 Enrollment Management (Negative %)	2015 Colorado College (Positive %)	2015 Colorado College (Negative %)
17 Our review process accurately measures my job performance.	45	20	23	29	47	24
7 I receive feedback from my supervisor/department chair that helps me.	68	22	38	27	61	12
16 Promotions in my department are based on a person's ability.	61	19	50	18	57	15
18 Issues of low performance are addressed in my department.	45	30	22	50	49	17
61 In my department, we address conflicts effectively when they arise.	38	33	16	27	56	14