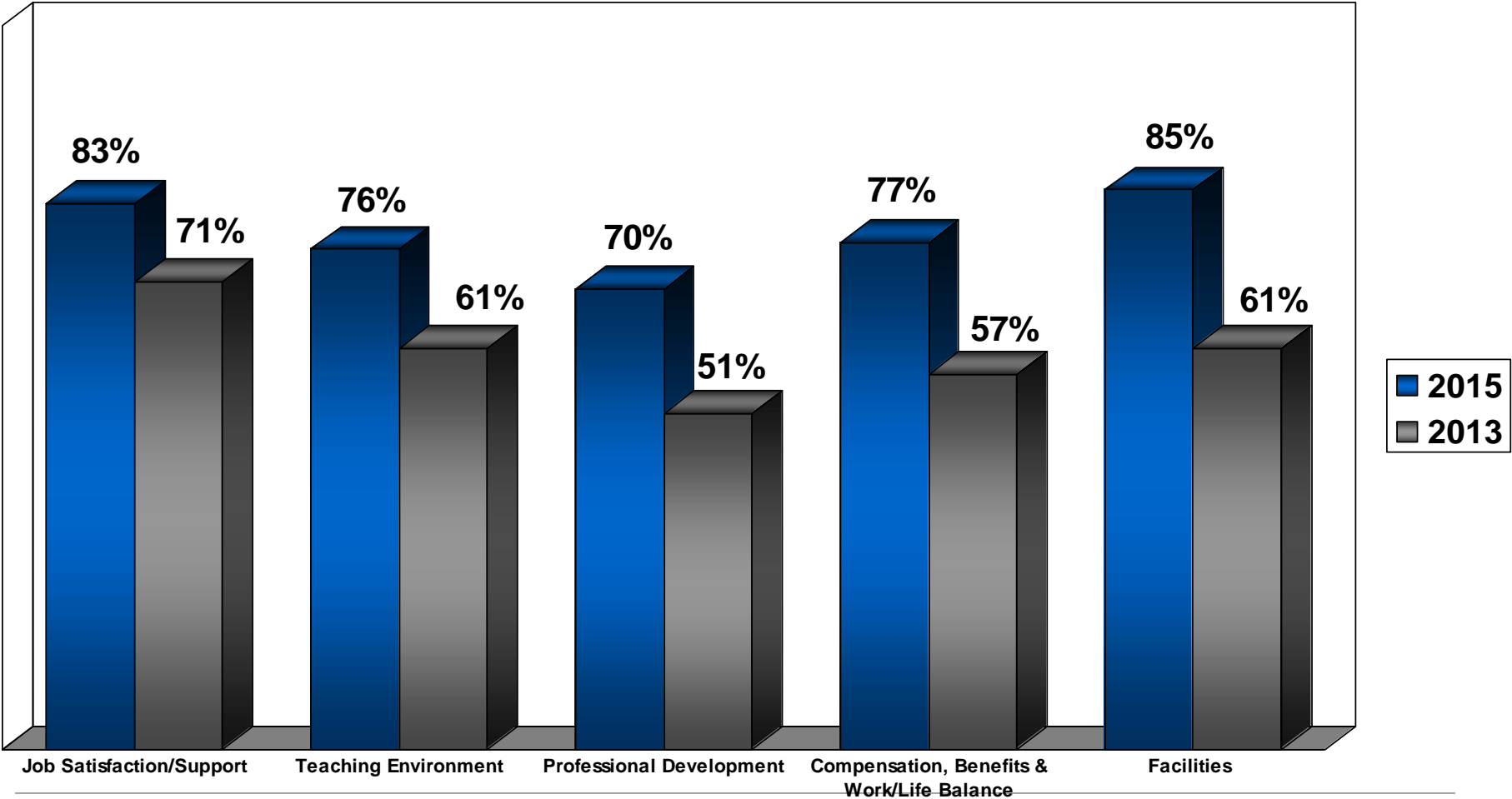


# Overarching Themes – Communications

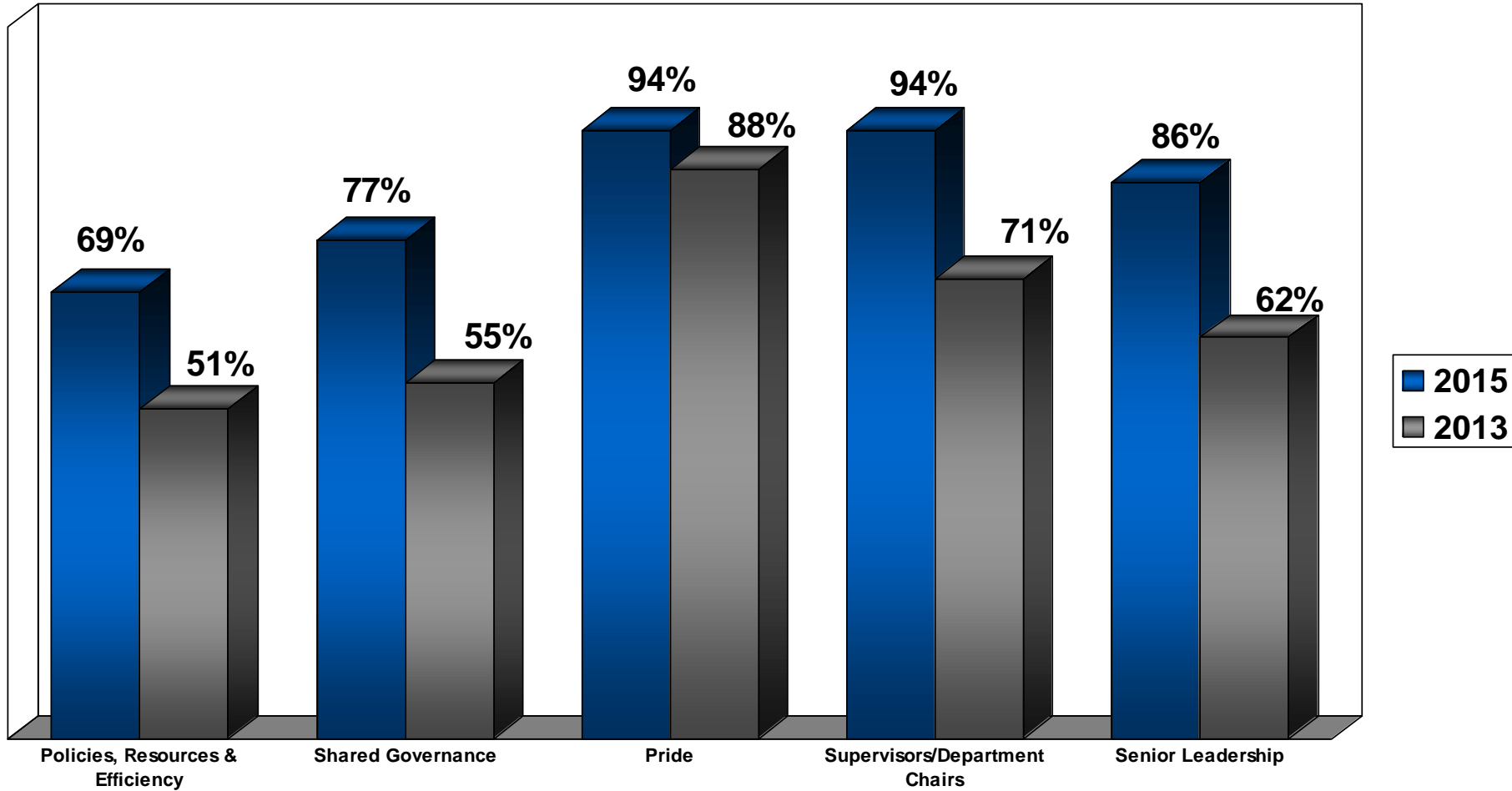
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- Results of the Communications division show dramatic improvement from the 2013 survey. In 2015 there were 53 statements that showed improvement of 5 percentage points or more and 44 statements that showed improvement of 10 percentage points or more (combined increase in positive response and decrease in negative response).
- In 2015 there were 7 statements that regressed 5 percentage points or more (combined decrease in positive response and increase in negative response).
- Compared to other divisions, within Communications there is a greater sense of:
  - confidence in supervisors and senior leadership
  - effective communication and collaboration
  - fair treatment
- Conversely, while there is improvement in the compensation dimension, the experience of fair compensation and reasonable workload is less positive than in other administrative divisions.
- Staff within Communications express a need for continued improvements related to performance management, work/life balance and communication.

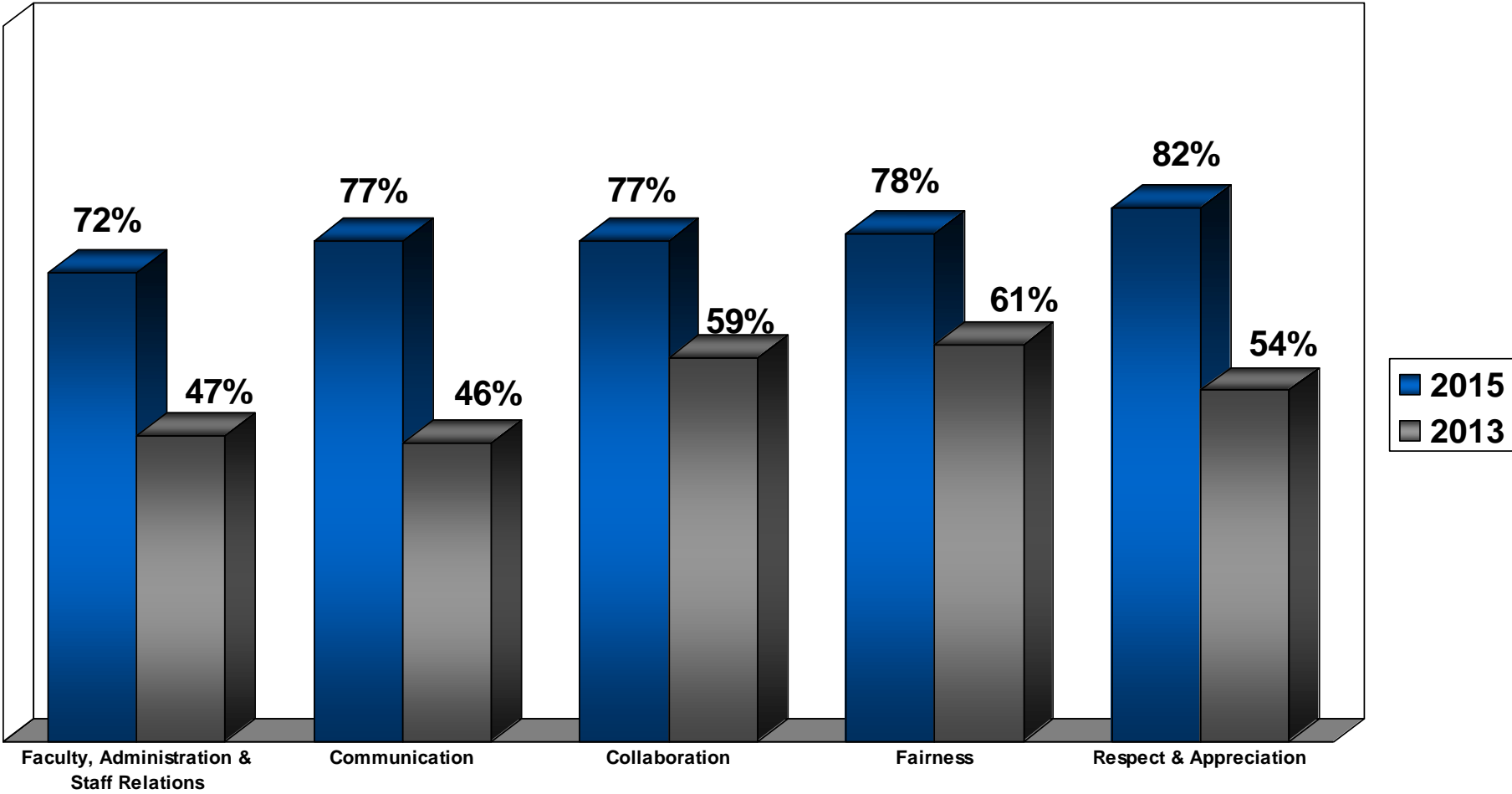
# Dimensions - Communications (Overall % Positive)



# Dimensions - Communications (Overall % Positive)



# Dimensions - Communications (Overall % Positive)



# Most Improved – Communications

| Survey Statement   | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 30 Our orientation program prepares new faculty, administration and staff to be effective. | 75                                  | 0                                   | 22                                  | 33                                  | 61                                    | 9                                     |
| 35 Our recognition and awards programs are meaningful to me.                               | 60                                  | 20                                  | 10                                  | 50                                  | 46                                    | 22                                    |
| 52 We celebrate significant milestones and important accomplishments at this institution.  | 100                                 | 0                                   | 50                                  | 16                                  | 72                                    | 4                                     |
| 41 Senior leadership communicates openly about important matters.                          | 90                                  | 0                                   | 33                                  | 8                                   | 57                                    | 11                                    |
| 31 The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.      | 90                                  | 10                                  | 41                                  | 25                                  | 64                                    | 13                                    |

# Most Improved – Communications

| Survey Statement  | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 43 At this institution, we discuss and debate issues respectfully to get better results.                          | 70                                  | 0                                   | 20                                  | 10                                  | 53                                    | 8                                     |
| 8 When I offer a new idea, I believe it will be fully considered.   | 90                                  | 0                                   | 58                                  | 25                                  | 63                                    | 10                                    |
| 13 We have opportunities to contribute to important decisions in my department.                                   | 90                                  | 0                                   | 58                                  | 25                                  | 69                                    | 7                                     |
| 46 Faculty, administration and staff work together to ensure the success of institution programs and initiatives. | 90                                  | 0                                   | 50                                  | 16                                  | 65                                    | 5                                     |
| 67 My salary range/band is appropriate for my job.  | 60                                  | 40                                  | 25                                  | 58                                  | 51                                    | 26                                    |

# Top 10 Statements – Communications

| Survey Statement  | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 34 This institution's benefits meet my needs.   | 100                                 | 0                                   | 66                                  | 0                                   | 80                                    | 3                                     |
| 47 My supervisor/department chair supports my efforts to balance my work and personal life.                                     | 100                                 | 0                                   | 66                                  | 8                                   | 78                                    | 6                                     |
| 39 Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation). | 100                                 | 0                                   | 66                                  | 16                                  | 72                                    | 5                                     |
| 5 I understand how my job contributes to this institution's mission.  | 100                                 | 0                                   | 100                                 | 0                                   | 92                                    | 1                                     |
| 25 Overall, my department is a good place to work.  | 100                                 | 0                                   | 83                                  | 0                                   | 83                                    | 3                                     |

# Top 10 Statements – Communications

| Survey Statement  | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 12 I believe what I am told by my supervisor/department head.                             | 100                                 | 0                                   | 66                                  | 8                                   | 74                                    | 5                                     |
| 15 My supervisor/department head regularly models this institution's values.              | 100                                 | 0                                   | 83                                  | 0                                   | 73                                    | 6                                     |
| 24 I have a good relationship with my supervisor/department head.                         | 100                                 | 0                                   | 75                                  | 8                                   | 83                                    | 4                                     |
| 23 People in my department work well together.  | 100                                 | 0                                   | 75                                  | 8                                   | 72                                    | 4                                     |
| 52 We celebrate significant milestones and important accomplishments at this institution. | 100                                 | 0                                   | 50                                  | 16                                  | 72                                    | 4                                     |



# Strengths

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- Job Satisfaction & Connection to Mission
- Supervisors/Department Heads
- Senior Leadership
- Communication & Collaboration
- Diversity & Inclusion

# Job Satisfaction & Connection to Mission

| Survey Statement   | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 1 My job makes good use of my skills and abilities.                  | 90                                  | 0                                   | 91                                  | 0                                   | 81                                    | 1                                     |
| 2 I am given the responsibility and freedom to do my job.            | 90                                  | 0                                   | 83                                  | 0                                   | 84                                    | 3                                     |
| 72 I find personal meaning and fulfillment in my work.               | 80                                  | 0                                   | 83                                  | 0                                   | 83                                    | 5                                     |
| 5 I understand how my job contributes to this institution's mission. | 100                                 | 0                                   | 100                                 | 0                                   | 92                                    | 1                                     |
| 36 I am proud to be part of this institution.                        | 90                                  | 0                                   | 91                                  | 0                                   | 87                                    | 1                                     |

# Supervisors/Department Chairs

| Survey Statement   | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 24 I have a good relationship with my supervisor/department head.            | 100                                 | 0                                   | 75                                  | 8                                   | 83                                    | 4                                     |
| 12 I believe what I am told by my supervisor/department head.                | 100                                 | 0                                   | 66                                  | 8                                   | 74                                    | 5                                     |
| 15 My supervisor/department head regularly models this institution's values. | 100                                 | 0                                   | 83                                  | 0                                   | 73                                    | 6                                     |
| 19 My supervisor/department head is consistent and fair.                     | 90                                  | 0                                   | 75                                  | 8                                   | 70                                    | 10                                    |
| 3 My supervisor/department head makes his/her expectations clear.            | 90                                  | 0                                   | 91                                  | 0                                   | 68                                    | 8                                     |

# Senior Leadership

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| Survey Statement  | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 27 Senior leadership provides a clear direction for this institution's future.                        | 80                                  | 10                                  | 58                                  | 8                                   | 62                                    | 10                                    |
| 37 Senior leadership shows a genuine interest in the well-being of faculty, administration and staff. | 90                                  | 10                                  | 66                                  | 0                                   | 61                                    | 9                                     |
| 41 Senior leadership communicates openly about important matters.                                     | 90                                  | 0                                   | 33                                  | 8                                   | 57                                    | 11                                    |
| 56 I believe what I am told by senior leadership.   | 80                                  | 10                                  | 63                                  | 0                                   | 61                                    | 11                                    |

# Communication

| Survey Statement   | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 8 When I offer a new idea, I believe it will be fully considered.                        | 90                                  | 0                                   | 58                                  | 25                                  | 63                                    | 10                                    |
| 21 In my department, we communicate openly about issues that impact each other's work.   | 80                                  | 10                                  | 58                                  | 16                                  | 63                                    | 12                                    |
| 22 Changes that affect me are discussed prior to being implemented.                      | 70                                  | 10                                  | 50                                  | 25                                  | 52                                    | 15                                    |
| 55 There is regular and open communication among faculty, administration and staff.      | 55                                  | 11                                  | 45                                  | 27                                  | 42                                    | 17                                    |
| 43 At this institution, we discuss and debate issues respectfully to get better results. | 70                                  | 0                                   | 20                                  | 10                                  | 53                                    | 8                                     |

# Collaboration

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| Survey Statement  | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 13 We have opportunities to contribute to important decisions in my department.                                   | 90                                  | 0                                   | 58                                  | 25                                  | 69                                    | 7                                     |
| 26 I can count on people to cooperate across departments.   | 50                                  | 0                                   | 54                                  | 9                                   | 57                                    | 6                                     |
| 46 Faculty, administration and staff work together to ensure the success of institution programs and initiatives. | 90                                  | 0                                   | 50                                  | 16                                  | 65                                    | 5                                     |
| 58 There's a sense that we're all on the same team at this institution.   | 70                                  | 10                                  | 50                                  | 8                                   | 49                                    | 16                                    |

# Diversity & Inclusion

| Survey Statement   | 2015<br>Communi-<br>cations<br>Positive % | 2015<br>Communi-<br>cations<br>(Negative %) | 2013<br>Communi-<br>cations<br>Positive % | 2013<br>Communi-<br>cations<br>Negative % | 2015<br>Colorado<br>College<br>(Positive %) | 2015<br>Colorado<br>College<br>(Negative %) |
|--|---|---|---|---|---|---|
| 64 People at this institution understand and value the benefits of a diverse workforce.  | 80  | 10  | 100                                       | 0   | 71  | 5   |
| 45 At this institution, people are supportive of their colleagues regardless of their heritage or background.                                  | 80  | 0   | 91  | 0   | 74  | 6   |
| 54 This institution has clear and effective procedures for dealing with discrimination.  | 80  | 0   | 72  | 0   | 65  | 11  |
| 50 This institution places sufficient emphasis on having diverse faculty, administration and staff.  | 90  | 0   | 83  | 0   | 76  | 5   |
| 65 Overall, I am satisfied with the institution's efforts to support and encourage the valuing of different opinions, styles, and perceptions. | 66  | 0   | 83  | 0   | 70  | 9   |

# Bottom 10 Statements – Communications

| Survey Statement   | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 28 My department has adequate staff to achieve our goals.                                  | 20                                  | 50                                  | 25                                  | 41                                  | 40                                    | 31                                    |
| 68 Overall, my workload is reasonable.   | 33                                  | 22                                  | 41                                  | 16                                  | 52                                    | 20                                    |
| 66 The faculty value the contributions of staff.   | 33                                  | 0                                   | 36                                  | 18                                  | 44                                    | 14                                    |
| 11 I am paid fairly for my work.   | 40                                  | 40                                  | 33                                  | 33                                  | 55                                    | 21                                    |
| 73 I am able to maintain a healthy balance between my personal life and professional life. | 40                                  | 20                                  | 50                                  | 8                                   | 58                                    | 14                                    |



# Bottom 10 Statements – Communications

| Survey Statement  | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 38 The role of faculty in shared governance is clearly stated and publicized.                             | 42                                  | 14                                  | 25                                  | 37                                  | 57                                    | 17                                    |
| 71 Our system for addressing feedback and complaints is effective.  | 50                                  | 20                                  | 36                                  | 9                                   | 46                                    | 18                                    |
| 63 I understand how the compensation system works.  | 50                                  | 0                                   | 58                                  | 8                                   | 60                                    | 14                                    |
| 26 I can count on people to cooperate across departments.   | 50                                  | 0                                   | 54                                  | 9                                   | 57                                    | 6                                     |
| 70 Decisions based on the institution's policies and processes are applied with appropriate transparency. | 55                                  | 11                                  | 63                                  | 9                                   | 55                                    | 13                                    |
| 55 There is regular and open communication among faculty, administration and staff.                       | 55                                  | 11                                  | 45                                  | 27                                  | 42                                    | 17                                    |

# Opportunities

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- Compensation
- Support & Workload
- Performance Management
- Respect & Appreciation

# Compensation

| Survey Statement                                   | 2015<br>Communi-<br>cations<br>(Positive %) | 2015<br>Communi-<br>cations<br>(Negative %) | 2013<br>Communi-<br>cations<br>(Positive %) | 2013<br>Communi-<br>cations<br>(Negative %) | 2015<br>Colorado<br>College<br>(Positive %) | 2015<br>Colorado<br>College<br>(Negative %) |
|--|---|---|---|---|---|---|
| 11 I am paid fairly for my work.                   | 40  | 40  | 33  | 33  | 55  | 21  |
| 67 My salary range/band is appropriate for my job. | 60  | 40  | 25  | 58  | 51  | 26  |
| 63 I understand how the compensation system works. | 50  | 0   | 58  | 8   | 60  | 14  |

# Support & Workload

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| Survey Statement   | 2015<br>Communications<br>(Positive %) | 2015<br>Communications<br>(Negative %) | 2013<br>Communications<br>(Positive %) | 2013<br>Communications<br>(Negative %) | 2015<br>Colorado<br>College<br>(Positive %) | 2015<br>Colorado<br>College<br>(Negative %) |
|--|--|--|--|--|---|---|
| 4 I am provided the resources I need to be effective in my job.                            | 70                                     | 0                                      | 41                                     | 8                                      | 66  | 9   |
| 28 My department has adequate staff to achieve our goals.                                  | 20                                     | 50                                     | 25                                     | 41                                     | 40  | 31  |
| 68 Overall, my workload is reasonable.   | 33                                     | 22                                     | 41                                     | 16                                     | 52  | 20  |
| 73 I am able to maintain a healthy balance between my personal life and professional life. | 40                                     | 20                                     | 50                                     | 8                                      | 58  | 14  |

# Performance Management

| Survey Statement   | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 17 Our review process accurately measures my job performance.          | 70                                  | 10                                  | 27                                  | 18                                  | 47                                    | 24                                    |
| 71 Our system for addressing feedback and complaints is effective.     | 50                                  | 20                                  | 36                                  | 9                                   | 46                                    | 18                                    |
| 61 In my department, we address conflicts effectively when they arise. | 60                                  | 10                                  | 50                                  | 16                                  | 56                                    | 14                                    |
| 18 Issues of low performance are addressed in my department.           | 60                                  | 10                                  | 45                                  | 27                                  | 49                                    | 17                                    |

# Respect & Appreciation

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| Survey Statement   | 2015 Communications<br>(Positive %) | 2015 Communications<br>(Negative %) | 2013 Communications<br>(Positive %) | 2013 Communications<br>(Negative %) | 2015 Colorado College<br>(Positive %) | 2015 Colorado College<br>(Negative %) |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 9 I am regularly recognized for my contributions.            | 90                                  | 0                                   | 66                                  | 16                                  | 57                                    | 12                                    |
| 35 Our recognition and awards programs are meaningful to me. | 60                                  | 20                                  | 10                                  | 50                                  | 46                                    | 22                                    |
| 66 The faculty value the contributions of staff.             | 33                                  | 0                                   | 36                                  | 18                                  | 44                                    | 14                                    |