

# College Employee Satisfaction Survey Key Findings

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Community College  
May 2018

# Why?

Consider implications:

Student retention and success

Employee retention and growth

Internal and external reputation

Institution's ability to fulfill mission...

## KCKCC Values

Kansas City Kansas Community College commits itself to:

- An appreciation for multicultural education, respect for diversity and the enhancement of positive human relationships among its students, faculty, staff, and the larger community.
- Development of a caring and concerned community based upon the principles of fair treatment, open communication, and cooperative efforts.
- Accessible, affordable, convenient opportunities designed to serve the interests and needs of our students and communities.
- High academic standards and high expectations for faculty and student performance through accountable, value added experiences.
- Alternative support programs and services to assist students in reaching their goals.
- Openness to innovation and change at every level and in every unit throughout the college environment.
- Emphasis on quality through efficient, effective, fiscally responsible education and services and on-going professional development.

# College Employee Satisfaction Survey

## KCKCC Key Findings

- Overview of the CESS
- Workplace Strengths
- Priorities for Improvement
- Views on goals and planning
- Discussion: using the findings and implementing changes

# 1

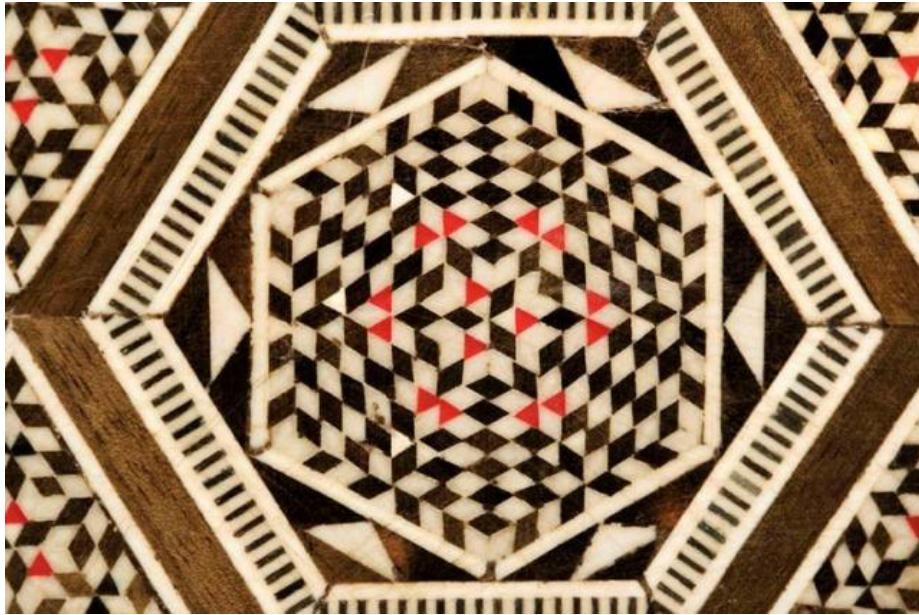
## Overview of the CESS

## Four areas assessed by respondents



- Campus Culture and Policies
- Work environment
- Institutional goals
- Involvement in planning

## IMP-SAT = GAP



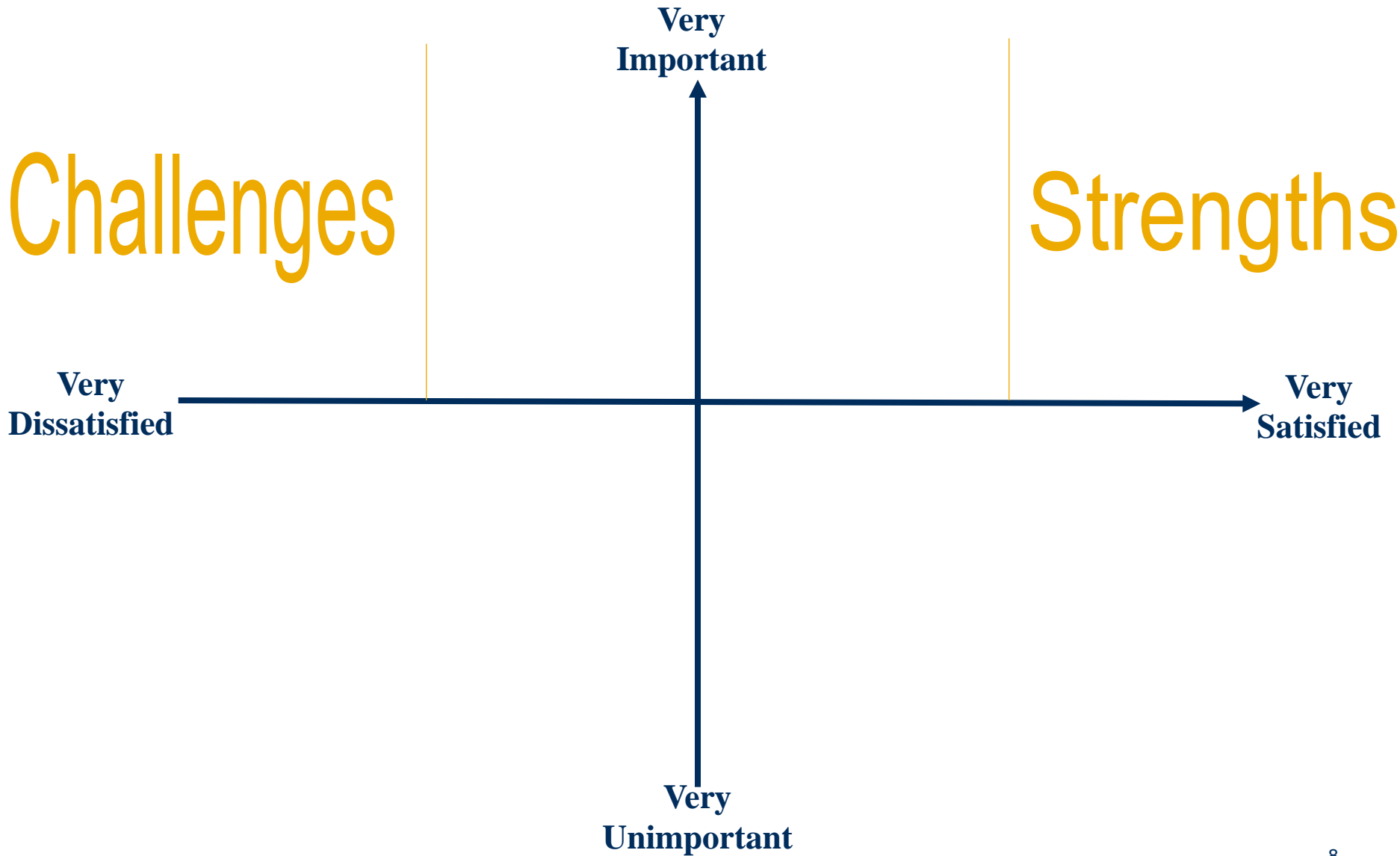
The CESS like other RNL instruments uses three scores for prioritizing findings:

**Importance**

**Satisfaction**

**Gap**

# Plotting Strengths and Challenges





# 2

Strengths of the employee  
experience

# 2018 Campus Culture Strengths

Generally 4.55 or greater IMP (top half) and 3.37 or greater SAT (top quartile); in order of SAT

Section 1: Campus Culture and Policies							
RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP
	Mean	Standard Deviation	Valid Responses	Mean	Standard Deviation	Valid Responses	
The purpose of this institution makes me feel my job is important.	4.51	.70	222	3.69	1.24	220	0.82
I am proud to be a part of this institution.	4.64	.54	221	3.68	1.15	222	0.96
Staff take pride in their work	4.58	.60	219	3.56	1.01	216	1.02
Faculty take pride in their work	4.59	.63	220	3.49	.99	215	1.10
Administrators take pride in their work	4.57	.62	219	3.40	.99	214	1.16
This institution promotes excellent employee-student relationships	4.59	.67	222	3.37	.86	219	1.22
This institution fosters an environment that invites and values diversity of people, thoughts and ideas.	4.56	.59	220	3.37	1.27	221	1.20
This institution treats students as its top priority	4.68	.61	221	3.33	.98	218	1.35

# 2018 Work Environment Strengths

Generally 4.51 or greater in IMP (top half) and 3.74 in SAT; in order of SAT

Section 4: Work environment							
RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents	
The type of work I do on most days is personally rewarding	4.51	0.65	216	4.00	0.96	218	0.51
My supervisor treats me with respect and dignity.	4.69	0.49	216	3.93	1.33	218	0.76
The work I do is valuable to the institution	4.56	0.57	218	3.87	1.07	219	0.69
I am comfortable with the safety and security measures on campus.	4.63	0.59	216	3.86	1.13	220	0.77
I am able to maintain balance between work and my personal life.	4.57	0.61	218	3.85	1.20	220	0.72
I feel respect from my colleagues.	4.47	0.60	216	3.83	1.08	217	0.64
I am proud to work at this institution	4.51	0.59	216	3.74	1.16	220	0.77
My supervisor pays attention to what I have to say	4.66	0.52	216	3.72	1.35	220	0.94

# Strengths Recap (celebrate and don't let up—keep improving)

- ✓ All parties take pride in their work
- ✓ The college fosters an environment that invites and values diversity of people, thoughts and ideas; feel respect from my colleagues
- ✓ The purpose of this institution makes me feel my job is important; work I do is rewarding and is valuable to the institution
- ✓ Proud to work here
- ✓ Comfortable with safety and security measures
- ✓ Work/life balance
- ✓ Supervisor pays attention to my input
- ✓ Commitment to students:
  - Institution promotes excellent employee – student relationships
  - They are top priority

# Sample positive verbatim comments

- We have a long way to go but we are in a much better position attitude wise than we were a year ago. The culture of divisiveness and fear is gone with much more open communication the norm.
- I believe the campus culture is well diverse. I hope that with all the new initiatives in place, we can improve our reputation in the community and other organizations we visit for learning.
- This college has been a strong part of the community for a very long period of time . Over that period of time it has provide the community with many services along the educational needs as well as the outside faculty needs. I hope this college will continue to grow and provide greater services to its community.
- I love my job, my department and my dean. We work well together and are there to support and help each other. This has been built from the inside and not through help from the College.
- It feels good. People work well together here, and support and enjoy each other.
- The work environment here at the college has gotten progressively better since the exit of a few administrators.

## Verbatim continued positive and mixed comments

- The culture has improved, particularly in morale, over the past few months, but there is still a sense of fear regarding the future...
- The faculty and staff of the college are solid people. However, there is a pervasive sense of elitism by some faculty and it makes the staff feel undervalued at times. The leadership of the college is making inroads on correcting this. However, it still exists.
- Much improved in the last year with the fear of being fired lifted because of the change of administration. I don't feel very supported by my boss but I am coping with it.
- Things are better but not where they need to be. I feel part of my department's problem is the lack of leadership from our director. Horrible manager, threats and it is a hostile environment.
- ...a lot of changes. Some have been excellent. Like the moving of Advising from North Hallway to the same Hallway as the Admissions, Financial Aid, & Registrar's Office. Some other changes have not been as good. There still needs to be improvements for the students and the building. Some Administrators do not think of the staff, their feelings or the college as a whole when making changes... The current interim president is very transparent, thinks of the college as a whole and individually and would like to have the new permanent president be just like her. I like working here.

3

Priorities for improvement

## Overall Satisfaction (5 point scale)

Employees at KCKCC are less satisfied overall than peers at other two year schools in aggregate

Overall satisfaction	KCKCC	National Norm	Difference
Rate your overall satisfaction with your employment here so far...	3.62	3.85	***

\*\*\*significantly different; and KCKCC faculty are more satisfied overall (3.82) than staff (3.51)  
There was no significant difference between FT 3.60 vs. PT 3.78 employees on this item.





Focus on improving items with the largest GAPS between importance and satisfaction

A group of people are gathered around a table in a meeting room, engaged in a discussion. The image is overlaid with a semi-transparent blue filter. The text 'Campus culture priorities' is centered in white. The people are dressed in business casual attire, and there are laptops and papers on the table.

# Campus culture priorities

# 2018 Campus Culture Priorities

4.55 or greater IMP (top half); 2.60 or less SAT (lowest quartile); OR 1.93+ GAP; in order of GAP

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP
	Mean	Standard Deviation	Valid Responses	Mean	Standard Deviation	Valid Responses	
There are effective lines of communication between departments	4.55	.71	218	2.20	1.02	219	2.34
This institution consistently follows clear processes for orienting and training new employees	4.57	.63	218	2.40	1.24	217	2.17
This institution has written procedures that clearly define who is responsible for each operation and service	4.45	.73	220	2.37	1.09	217	2.08
This institution consistently follows clear processes for selecting new employees	4.52	.63	218	2.53	1.20	217	2.00
This institution plans carefully	4.43	.76	219	2.44	1.08	220	1.99
There is a spirit of teamwork and cooperation at this institution	4.55	.58	222	2.61	1.08	221	1.93
There is good communication between staff and the administration at this institution	4.48	.69	219	2.55	1.05	217	1.93
This institution is well-respected in the community	4.61	.62	221	2.71	1.08	220	1.90
Administrators share information regularly with faculty and staff	4.56	.68	219	2.69	1.18	217	1.88
The reputation of this institution continues to improve	4.61	.57	222	2.74	1.12	221	1.87

# Subset: generally staff are less satisfied than faculty

(in order of staff gap) staff N=136; faculty N=80

Section 1: Campus Culture and Policies								
RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	Faculty			Staff			IMP Sign diff	SAT Sign diff
	IMP Mean	SAT Mean	GAP	IMP Mean	SAT Mean	GAP		
There are effective lines of communication between departments	4.51	2.51	1.99	4.59	2.00	2.59	NS	***
This institution has written procedures that clearly define who is responsible for each operation and service	4.41	2.68	1.73	4.47	2.17	2.31	NS	***
This institution consistently follows clear processes for selecting new employees	4.57	2.78	1.79	4.51	2.34	2.17	NS	**
This institution consistently follows clear processes for orienting and training new employees	4.58	2.40	2.18	4.57	2.41	2.17	NS	NS
This institution plans carefully	4.38	2.62	1.76	4.48	2.32	2.16	NS	NS
There is a spirit of teamwork and cooperation at this institution	4.48	2.80	1.68	4.59	2.49	2.10	NS	*
Administrators share information regularly with faculty and staff	4.59	2.89	1.71	4.56	2.53	2.02	NS	*
There is good communication between staff and the administration at this institution	4.54	2.75	1.79	4.44	2.43	2.02	NS	*
This institution does a good job of meeting the needs of staff	4.46	2.90	1.56	4.45	2.46	2.00	NS	**

# Subset: overall PT more satisfied than FT except “meeting needs of faculty” (in order of PT gap); PT N=47; FT N=177

Section 1: Campus Culture and Policies								
RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	Full-Time			Part-Time			IMP Sign diff	SAT Sign diff
	IMP Mean	SAT Mean	GAP	IMP Mean	SAT Mean	GAP		
There are effective lines of communication between departments	4.60	2.11	2.49	4.33	2.57	1.77	*	**
This institution does a good job of meeting the needs of its faculty	4.38	3.12	1.26	4.36	2.72	1.64	NS	*
This institution consistently follows clear processes for orienting and training new employees	4.63	2.29	2.34	4.31	2.82	1.49	**	**
Employee suggestions are used to improve our institution	4.43	2.54	1.89	4.32	2.85	1.47	NS	NS
There is a spirit of teamwork and cooperation at this institution	4.58	2.52	2.06	4.40	3.00	1.40	NS	**
This institution makes sufficient staff resources available to achieve important objectives	4.49	2.73	1.75	4.26	2.91	1.35	*	NS
This institution consistently follows clear processes for selecting new employees	4.59	2.42	2.17	4.27	2.93	1.33	**	**
The leadership of this institution has a clear sense of purpose	4.64	2.67	1.97	4.30	2.98	1.33	**	NS
This institution plans carefully	4.48	2.32	2.16	4.24	2.91	1.33	NS	***
This institution does a good job of meeting the needs of staff	4.51	2.54	1.97	4.21	2.89	1.32	**	*
The reputation of this institution continues to improve	4.64	2.63	2.01	4.45	3.13	1.32	*	**



# Work environment priorities

# 2018 Work Environment Priorities

4.49 or greater in IMP (top half) ; 3.06 or less in SAT; OR 1.30+ GAP in order of GAP

Section 4: Work environment							
RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP
	Mean	Standard Deviation	Valid Responses	Mean	Standard Deviation	Valid Responses	
I am paid fairly for the work I do	4.64	0.53	214	2.69	1.25	219	1.95
It is easy for me to get information at this institution	4.55	0.56	219	2.69	1.10	219	1.86
The employee benefits available to me are valuable	4.62	0.58	216	2.96	1.30	217	1.66
I have adequate opportunities for advancement	4.31	0.77	217	2.69	1.16	218	1.62
My department has the staff needed to do its job well	4.58	0.56	214	2.99	1.25	215	1.59
My department has the budget needed to do its job well	4.50	0.59	215	3.12	1.10	214	1.39
My department or work unit has written, up-to-date objectives	4.34	0.69	216	3.01	1.30	217	1.33
I have the information I need to do my job well	4.65	0.53	218	3.34	1.14	220	1.32
I am empowered to resolve problems quickly	4.37	0.63	217	3.06	1.13	219	1.30

# Subset: generally on about half of priority items, staff are less satisfied than faculty (in order of staff gap)

Section 4: Work environment								
RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	Faculty			Staff			IMP Sign Diff	SAT Sign diff
	IMP Mean	SAT Mean	GAP	IMP Mean	SAT Mean	GAP		
I am paid fairly for the work I do	4.62	3.04	1.58	4.66	2.49	2.17	NS	**
I have adequate opportunities for advancement	4.29	2.99	1.30	4.31	2.47	1.84	NS	**
It is easy for me to get information at this institution	4.58	2.66	1.92	4.53	2.71	1.82	NS	NS
My department has the staff needed to do its job well	4.54	3.12	1.42	4.62	2.92	1.70	NS	NS
The employee benefits available to me are valuable	4.56	2.78	1.78	4.64	3.10	1.54	NS	NS
My department or work unit has written, up-to-date objectives	4.30	3.29	1.01	4.38	2.85	1.53	NS	*
My job performance is fairly evaluated.	4.53	3.55	0.99	4.63	3.22	1.41	NS	NS
I have the information I need to do my job well	4.63	3.51	1.13	4.67	3.27	1.40	NS	NS
My department has the budget needed to do its job well	4.49	3.10	1.39	4.51	3.12	1.39	NS	NS
I have adequate opportunities for training to improve my skills	4.42	3.54	0.88	4.45	3.10	1.35	NS	*
My job responsibilities are communicated clearly to me	4.68	3.47	1.21	4.63	3.29	1.34	NS	NS
I have adequate opportunities for professional development	4.47	3.59	0.87	4.40	3.14	1.27	NS	**



# Subset: few satisfaction PT/FT differences on priority items and overall less importance for PT (in order of PT gap)

Section 4: Work environment								
RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	Full-Time			Part-Time			IMP Sign Diff	SAT Sign diff
	IMP Mean	SAT Mean	GAP	IMP Mean	SAT Mean	GAP		
I am paid fairly for the work I do	4.66	2.71	1.95	4.53	2.67	1.86	NS	NS
The employee benefits available to me are valuable	4.70	3.05	1.64	4.32	2.61	1.70	***	*
It is easy for me to get information at this institution	4.57	2.64	1.94	4.44	2.93	1.51	NS	NS
I have adequate opportunities for advancement	4.35	2.72	1.63	4.13	2.64	1.50	NS	NS
My department has the budget needed to do its job well	4.55	3.12	1.43	4.32	3.09	1.23	*	NS
My job performance is fairly evaluated.	4.62	3.40	1.23	4.40	3.32	1.08	*	NS
My department has the staff needed to do its job well	4.63	2.93	1.71	4.37	3.30	1.07	**	NS
I have the information I need to do my job well	4.71	3.29	1.42	4.49	3.50	0.99	**	NS
I am empowered to resolve problems quickly	4.41	3.00	1.41	4.18	3.27	0.92	*	NS
I have adequate opportunities for training to improve my skills	4.49	3.27	1.21	4.18	3.29	0.89	*	NS
I have adequate opportunities for professional development	4.49	3.31	1.18	4.18	3.33	0.85	*	NS
My department or work unit has written, up-to-date objectives	4.41	2.96	1.44	4.09	3.29	0.80	**	NS
I am comfortable answering student questions about institutional policies and procedures	4.38	3.11	1.27	4.02	3.29	0.73	**	NS

# Summary of Priorities

- ❑ Communication
  - Staff and administration
  - Sharing of information
  - Ease of getting information
- ❑ Process/procedures
  - Orientation, training
  - Written responsibilities
  - New employee selection
  - Consistency
- ❑ Plans carefully; teamwork
- ❑ Reputation in the community, respected
- ❑ Compensation, benefits
- ❑ Opportunities for advancement
- ❑ Departmental resources: staff, budget
- ❑ Departmental objectives
- ❑ Empowered to make decisions

# Sample verbatim comments

- There is lack of communication between supervisors and staff.
- As a new faculty member. The issue of concern is the lack of clear and concise communication. Having to experience a 7 month delay on certain items by going through a circle of lack of follow up by those whom are to be responsible. Is distracting and disappointing, let alone losing the value of trust when an issue arises and there is not personal accountability to rely on. Other than this resolved issue, KCKCC is a wonderful institution and am enjoying helping the institution to meet and go beyond its goals and mission.
- Some employees who have been at the institution for a long time are stuck in operating procedures that are outdated. They are not open to any change which results in many different operating procedures being used. There is no communication from the top down in the division I work in. Only certain people know things and they do not share with those who need the information to do their work. It is a power struggle for no reason at all. Good communication only makes the staff more efficient in their jobs.
- Regularly there is a complete lack of communication. With the new acting president communication from the top down is much better, but I still get very little communication from my Director - to the point where it is difficult to do my job. Consistency in salaries is an issue. Experience counts for nothing. Seniority counts for nothing...
- Adjunct job security and pay are insulting.

# Sample comments continued

- It seems like policies are forever changing. Just when we think we know what they are, someone decides that it needs to be done another way. And a lot of times, it's quite a while afterwards before we (the staff, that is) finds out. Or we find out through rumors...
- ...There is not a data-driven culture at KCKCC... KCKCC needs a person that reports directly to the President that is providing an accurate analysis of where we are as a school and what we are not doing that we are supposed to be. Using data and actually taking it seriously should be part of the strategic plan...
- ...inconsistent workloads and pay does lend to poor morale sometimes...
- Supervisors rarely give credit for a job well done. The front line employees rarely are acknowledged yet they have the most difficult job on a day to day basis. The front line staff are the faces of our institution. They need some recognition.
- We don't communicate well. Call any of the staff and usually there is no answer. There is no training or information as to who does what so you have to call around until someone tells you who you should be talking to but most phones go to voicemail. Many people in the staff answer the phone obvious that they feel disrupted and put upon to do their jobs. Student interactions with admissions can be terrible. We are not welcoming and helpful with each other or with them.
- There needs to be an anonymous way for employees to evaluate supervisors and department heads

# 4

## Institutional Goals and Planning

# Urgent goals – improve employee morale; retain students; improve processes; enrollment increase; improve quality of programs

Section 2: Institutional Goals			
RATE: IMPORTANCE (1 = "Not important at all / 5 = "Very important")	Faculty Mean	Staff Mean	Sign diff
<b>A) Increase the enrollment of new students</b>	<b>4.61</b>	<b>4.63</b>	<b>NS</b>
<b>B) Retain more of its current students to graduation</b>	<b>4.66</b>	<b>4.75</b>	<b>NS</b>
<b>C) Improve the academic ability of entering student classes</b>	<b>4.45</b>	<b>4.45</b>	<b>NS</b>
<b>D) Recruit students from new geographic markets</b>	<b>3.99</b>	<b>4.04</b>	<b>NS</b>
<b>E) Increase the diversity of racial and ethnic groups represented among the student body</b>	<b>3.73</b>	<b>3.94</b>	<b>NS</b>
<b>F) Develop new academic programs</b>	<b>4.00</b>	<b>4.24</b>	<b>*</b>
<b>G) Improve the quality of existing academic programs</b>	<b>4.64</b>	<b>4.61</b>	<b>NS</b>
<b>H) Improve the appearance of campus buildings and grounds</b>	<b>4.08</b>	<b>4.26</b>	<b>NS</b>
<b>I) Improve employee morale</b>	<b>4.78</b>	<b>4.84</b>	<b>NS</b>
<b>[J] Improve processes that will increase the efficiency and effectiveness of campus departments and the college as a whole</b>	<b>4.61</b>	<b>4.73</b>	<b>NS</b>

# Involvement in Planning - “3” is just right

## Overall, need more staff, faculty, student, alumni input

Section 3: Involvement in planning and decision-making			
RATE: INVOLVEMENT (1 = "Not enough involvement" / 3 = "Just the right involvement" / 5 = "Too much involvement")	Faculty Mean	Staff Mean	Sign diff
How involved are: Faculty	2.24	3.30	***
How involved are: Staff	2.43	1.98	***
How involved are: Deans or directors of administrative units	3.61	3.38	NS
How involved are: Deans or chairs of academic units	3.49	3.49	NS
How involved are: Senior administrators (VP, Provost level or above)	3.90	3.78	NS
How involved are: Students	2.29	2.27	NS
How involved are: Trustees	3.84	3.61	NS
How involved are: Alumni	2.51	2.20	*

# 5

Discussion: sharing and  
implementing





Do we regularly solicit and value creative solutions?

# Mining suggestions... verbatim excerpts “Just do it” and longer term

- There needs to be a new tool for employee evaluations at all levels
- Annual evaluations? What about actually getting MERIT LEAVE for a positive annual evaluation? I'd prefer a raise, actually.
- I would like to have more on-line training available please...
- No communication and hidden agendas that damage dynamics of office. Need to work on teamwork. Need office meetings... Main campus offices open later in morning than PCC and TEC. All campuses should observe the same opening hours.
- It seems that we are stretched thin in doing our jobs. Teaching and having other duties can be too much some days. Looking at job duties would be great. Too often it feels like they pick you because no one else will do it.
- ...Problem could be solved by implementing incentive structure for management and employees through performance raises or bonuses, and then setting clear division/department goals with completion deadlines...

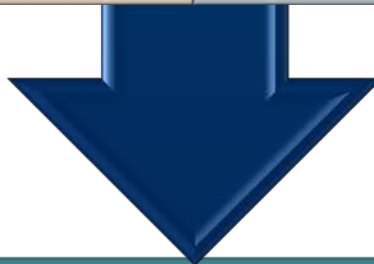
# Mining suggestions continued...

- ..the way the organization is structured is not good. Why would the learning resource center and services be under the CIO or even the faculty? It is a student service. Why would the multicultural student center be under academics and not student services? We have a fitness center that is under academics and students and staff have to sign up for a graded class to use the facility...
- ...not having my professional growth expanded by being allowed to attend industry conferences; not being provided with performance goals that meet the department and college needs... The staff at KCKCC is an integral part and there should be a strategy put in place that encourages staff to be innovative problem solvers...
- ...share information in a timely fashion...
- Improve the facilities and remove the mold in all buildings
- I would like to work in an environment that I am proud to show to others. I want students to be proud of our school instead of seeing it as a place they "settled" on because no other options were available. Our whole brand needs to shift. To do that we must start with facilities...
- Pioneer campus is unsafe if an active shooter would enter.
- Lights for security purpose, campuses too dark
- We have got to improve our health care benefits for families...
- Strategic planning activity has stopped. What is happening? There is no discussion of this process going on

# Action Plans - List Priorities

Quick fixes (“Just do it”)

Longer-term  
(time, resources, training)



## Assignments

Milestones

Dates

Accountable

Progress

# Building teams



- Connecting across division lines
- Solicit ways to improve two-way communications vs. top down only; mode; frequency; usage and behavior
- Cross-training—flow, processes; everything up for suggestion
- Close the loop

Keep showing...

How employees are involved  
in planning; and

How suggestions are used,  
most important--follow up  
and report on results



# Be Transparent, Systematic, Specific

1. Be transparent with the rolled up results
2. Be systematic with the use...many conversations across functions of the campus
3. Be specific with "to do" items and track those to completion (cabinet, departments, individuals)
4. Communicate changes that are made
5. Acknowledge opportunities for improvement without discounting or minimizing them... go to work to make them better
6. Establish a baseline and repeat the survey to monitor progress

*--Dr. Dave Trites, Ruffalo Noel-Levitz*

# Culture as strategy



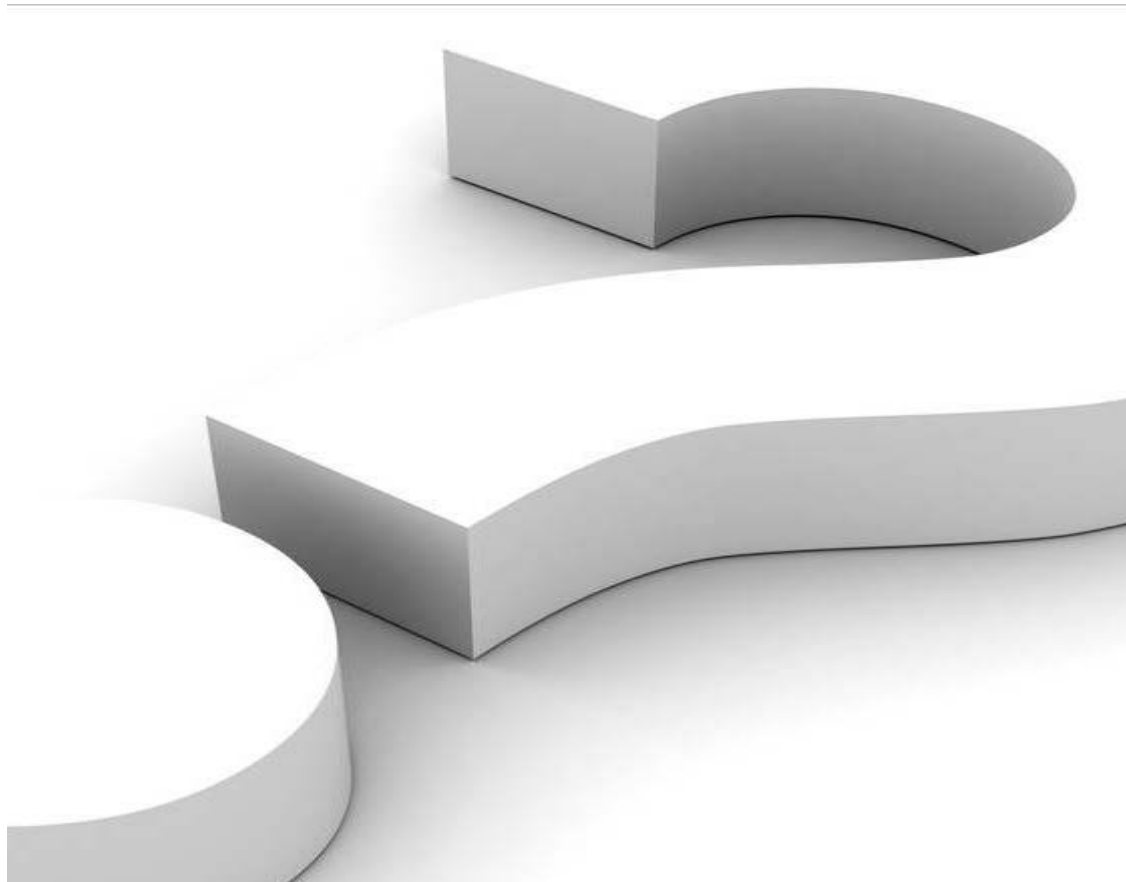
1. Thank employees for trust as the campus moves in the right direction
2. Communicate top strengths and priorities/opportunities; re-recruit employees, celebrate strengths of the college; do not minimize challenges
3. Put together a detailed plan/master document, tie budgets and improvements to goals and mission
4. Task diverse representatives to get additional input from peers on solutions and disseminate results of their work along the way
5. Data and progress needs to be accessible/transparent
6. Invest in training and professional development for individuals; manager training
7. Empower rank and file to make decisions that make sense
8. Accountability, follow up and show how employee suggestions were used



# Discussion

Other observations, comments, questions

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# Thank you for your time today.

**Appendices: Demographics, Excel tables**

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**RUFFALO**<sup>SM</sup>  
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# Demographics – Position and FT/PT

Is your position:	Count	Percent
Faculty	80	36.0%
Staff	136	61.3%
Administrator	6	2.7%
All responses	222	100.0%

Is your position:	Count	Percent
Full-time	172	78.5%
Part-time	47	21.5%
All responses	219	100.0%

# Length of Service

How long have you worked at this institution?	Count	Percent
Less than 1 year	18	8.1%
1 to 5 years	87	39.2%
6 to 10 years	43	19.4%
11 to 20 years	49	22.1%
More than 20 years	25	11.3%
All responses	222	100.0%