



SEE

# SURVEY OF EMPLOYEE ENGAGEMENT HIGHER EDUCATION

University of Mary Hardin-Baylor

Data Report

**2015**



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\*Additional Items are not included if none were submitted.

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## **See our Web Page: [www.survey.utexas.edu](http://www.survey.utexas.edu)**

Current Benchmark Data  
Survey Interventions Example and Best Practices  
Helpful Publications, and  
Additional Survey Information

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## Survey Respondent Information

Survey respondent information reports the response rate and frequency information for all demographic variables that were asked of participants. **Response Rate** is a good indicator of employees' willingness to engage in efforts to improve the organization. **Scope of Participation** is a gauge to see whether or not employees by demographic characteristics participated in the survey.

### **Response Rate**

Your response rate is the percentage of surveys distributed divided by the number of valid surveys received. For category reports, we only report the response rate for the organization as a whole.

**What is a good response rate?** If your organization sampled employees, the answer must take into consideration size, sampling strategy, variance, and error tolerance. When all employees are surveyed (census), a general rule for organizations of at least 500, is that a 30% rate is a low, but an acceptable level of response. In general, response rates of greater than 50% (regardless of number of employees) indicate a strong level of participation.

**What about non-respondents?** First, you should review the scope of participation discussed in the following paragraph. Second, you need to ascertain whether or not a more focused effort is needed to determine why some groups did not respond.

### **Scope of Participation**

Respondent information is used as a gauge of the scope of participation. For example, the percentages of male and female respondents should roughly mirror your organization's gender composition. This should be true for the other demographic categories. If not, consider whether or not additional efforts need to be made to engage those low participating categories. It is important to note the following:

- If less than five respondents selected a demographic variable, "Less Than Five" and "Not Available" is reported to protect the respondents' anonymity.
- Participants have the option to skip items, so the number of respondents reported in the response rate may be greater than the number of respondents for any given item. In the example, there are 100 respondents, but only 98 completed the item. Therefore, the number of respondents for gender is 98 or 98%, leaving 2% as not responding.

|                                 | Number of<br>Survey<br>Respondents | Percent of<br>Survey<br>Respondents |
|---------------------------------|------------------------------------|-------------------------------------|
| <b>Total Respondents: 100</b>   |                                    |                                     |
| <b>Surveys Distributed: 200</b> |                                    |                                     |
| <b>Response Rate: 50%</b>       |                                    |                                     |
| -----                           |                                    |                                     |
| <b>Gender</b>                   |                                    |                                     |
| <b>Female:</b>                  | <b>49</b>                          | <b>49%</b>                          |
| <b>Male:</b>                    | <b>49</b>                          | <b>49%</b>                          |

## Survey Constructs

The Survey of Employee Engagement is a framework, which at the highest level, consists of five Workplace Dimensions capturing the total work environment. Each Workplace Dimension is composed of several Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Items (numbered 1-71). The organizational Climate is also developed from the Primary Items, but is reported in the climate section of this report. Appendix A1 contains a summary of the Survey Constructs and the related Primary Items. Constructs are scored differently from items to denote them as a separate measure. Using this scoring convention, construct scores can range from a low of 100 to a high of 500. When interpreting the scores, see the suggestions made on the Primary Item leading page of this report.

### Your Data

- **Current Score** is calculated by averaging the mean score of the related primary items and then multiplied by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

### Benchmark Data

- **YEAR Score** is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available. Due to changes in the instrument, over time data is not available prior to 2010.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.

**What is a good score?** Regardless the construct average, scores range from areas of strength to areas of concern. In general, most scores are between 325 and 375. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.

**What items make up the constructs?** Appendix Page A1 contains a summary of the Survey Constructs and the related Primary Items.

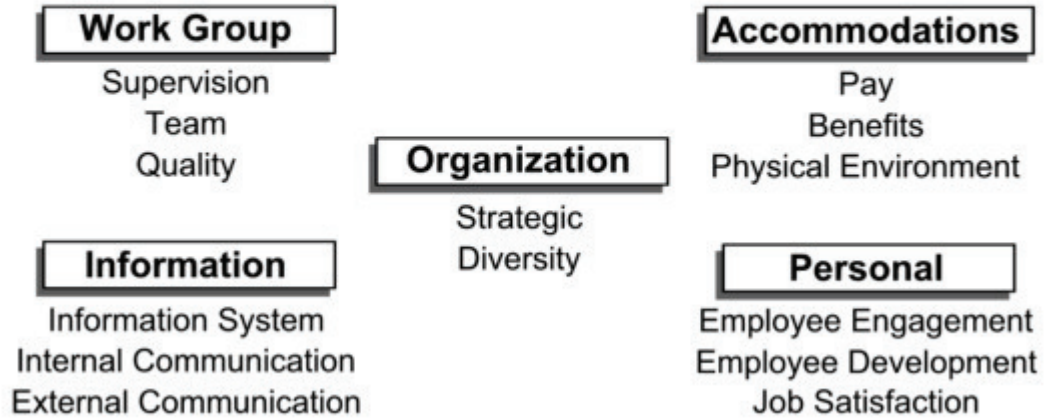
**When is benchmark data available?** Benchmark data is updated in the summer of every even-numbered year.

# Survey Constructs

## Survey Framework

### Workplace Dimensions

#### Survey Constructs



### Construct Summary: Scoring from High to Low

| Score | Construct            | Score | Construct              |
|-------|----------------------|-------|------------------------|
| 431   | Strategic            | 412   | Team                   |
| 425   | Benefits             | 408   | Job Satisfaction       |
| 425   | Physical Environment | 407   | External Communication |
| 422   | Employee Development | 401   | Information Systems    |
| 417   | Supervision          | 395   | Diversity              |
| 414   | Quality              | 385   | Internal Communication |
| 413   | Employee Engagement  | 333   | Pay                    |

# Survey Constructs

## Work Group

This dimension relates to employees' activities within their immediate work vicinity. They include factors that concern how employees interact with peers, supervisors and the quality of work activity.

### Supervision

Supervision provides insight into the nature of supervisory relationships within the organization including aspects of leadership, the communication of expectations, and sense of fairness that employees perceive exist between supervisors and themselves.

**Current Score:**

2014 Score:

All Respondents:

2012 Score:

Size Category 4:

2010 Score:

Mission 3:

### Team

Team captures employees' perceptions of the effectiveness of their work group and the extent to which the organizational environment supports appropriate teamwork among employees.

**Current Score:**

2014 Score:

All Respondents:

2012 Score:

Size Category 4:

2010 Score:

Mission 3:

### Quality

Quality focuses upon the degree to which quality principles, such as customer service and continuous improvement, are a part of the organizational culture.

**Current Score:**

2014 Score:

All Respondents:

2012 Score:

Size Category 4:

2010 Score:

Mission 3:

# Survey Constructs

## Accommodations

This dimension looks at the physical work setting and the factors associated with pay, benefits, resources and workplace safety. It is the total compensation package and environment provided to employees by the organization.

### Pay

Pay is an evaluation from the viewpoint of employees of the competitiveness of the total compensation package. It addresses how well the package "holds up" when employees compare it to similar jobs in their own communities.

Current Score:

2014 Score:

All Respondents:

2012 Score:

Size Category 4:

2010 Score:

Mission 3:

### Benefits

Benefits provide an indication of the role that the employment benefit package plays in attracting and retaining employees.

Current Score:

2014 Score:

All Respondents:

2012 Score:

Size Category 4:

2010 Score:

Mission 3:

### Physical Environment

Physical Environment captures employees' perceptions of the work setting and the degree to which employees believe that a safe and pleasant working environment exists.

Current Score:

2014 Score:

All Respondents:

2012 Score:

Size Category 4:

2010 Score:

Mission 3:

# Survey Constructs

## Organization

This dimension addresses the organization's strategic orientation and ability to leverage a diverse workforce towards fulfilling the organization's mission. It is an internal evaluation of the organization's ability to assess changes in the environment and make needed adjustments.

### Strategic

Strategic orientation secures employees' thinking about how the organization responds to external influence, including those which play a role in defining the mission, services and products provided by the organization.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="431"/> | 2014 Score: | <input type="text" value="422"/>           | All Respondents: | <input type="text" value="401"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="398"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="407"/> |

### Diversity

Diversity addresses the extent to which employees feel that individual differences, including ethnicity, age and lifestyle, may result in alienation and/or missed opportunities for learning or advancement.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="395"/> | 2014 Score: | <input type="text" value="388"/>           | All Respondents: | <input type="text" value="363"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="361"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="376"/> |



# Survey Constructs

## Information

This dimension refers to how consistent and structured communication flow is within the organization and to outside groups. It examines the degree to which information systems and technology are efficient and effective.

### Information Systems

Information Systems provides insight into whether computer and communication systems utilized by employees enhances the ability to get the job done by providing accessible, accurate, and clear information.

Current Score:

2014 Score:

All Respondents:

2012 Score:

Size Category 4:

2010 Score:

Mission 3:

### Internal Communication

Internal Communication captures the nature of communication exchanges within the organization by addressing the extent to which employees view information exchanges as open, honest, and productive.

Current Score:

2014 Score:

All Respondents:

2012 Score:

Size Category 4:

2010 Score:

Mission 3:

### External Communication

External Communication looks at how information flows out of the organization to various constituencies and focuses upon the ability of the organization to synthesize appropriately.

Current Score:

2014 Score:

All Respondents:

2012 Score:

Size Category 4:

2010 Score:

Mission 3:

# Survey Constructs

## Personal

This dimension reports on the level of overall job satisfaction and elements of actively engaging employees in the workplace. Personal and career development are assessed as to their ability to improve performance.

### Employee Engagement

Employee Engagement focuses on the sense of trust and the level of employees' participation in carrying out their work responsibilities towards delivering high quality work.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="413"/> | 2014 Score: | <input type="text" value="401"/>           | All Respondents: | <input type="text" value="380"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="381"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="395"/> |

### Employee Development

Employment Development captures perceptions of the priority given to the career and personal development of employees by the organization.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="422"/> | 2014 Score: | <input type="text" value="417"/>           | All Respondents: | <input type="text" value="375"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="379"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="393"/> |

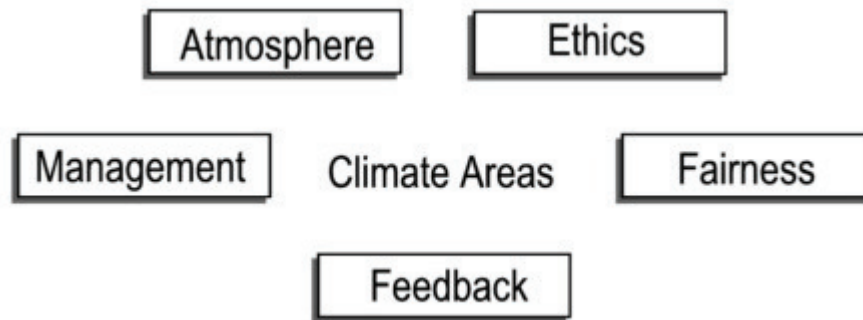
### Job Satisfaction

Job Satisfaction addresses employees' satisfaction with their overall work situation and weighs heavily on issues concerning work-life balance, sense of pride, and offering meaningful contributions to the workplace.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="408"/> | 2014 Score: | <input type="text" value="401"/>           | All Respondents: | <input type="text" value="375"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="380"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="388"/> |

## Survey Climate Areas

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Climate areas are scored differently from items to denote them as a separate measure. Using this scoring convention, climate scores can range from a low of 100 to a high of 500. When interpreting the scores, see the suggestions made on the Primary Item leading page of this report.



### Your Data

- **Current Score** is calculated by averaging the mean score of the related primary items and then multiplied by 100. For example if the climate score is 389, then the average of the related primary items is 3.89.

### Benchmark Data

- **YEAR** Score is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.

**What is a good score?** Regardless the climate average, scores range from areas of strength to areas of concern. In general, most scores are between 325 and 375. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.

**What items make up the survey climate areas?** Appendix Page A6 contains a summary of the Survey Climate Areas and the related Primary Items.

# Survey Climate Areas

## Climate

The climate in which employees work to a large extent determines the efficiency and effectiveness of an organization. It is a combination of a safe, non-harassing, and ethical abiding employees who treat each other with fairness and respect in an organization with pro-active management and thoughtful decision making capabilities.

### Climate/Atmosphere

The aspect of climate and positive Atmosphere of an organization must be free of harassment in order to establish a community of reciprocity.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="428"/> | 2014 Score: | <input type="text" value="420"/>           | All Respondents: | <input type="text" value="389"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="396"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="410"/> |

### Climate/Ethics

An Ethical climate is a foundation of building trust within an organization where not only are employees ethical in their behavior, but that ethical violations are appropriately handled.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="424"/> | 2014 Score: | <input type="text" value="416"/>           | All Respondents: | <input type="text" value="392"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="393"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="404"/> |

### Climate/Fairness

Fairness measures the extent to which employees believe that equal and fair opportunity exists for all members of the organization.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="393"/> | 2014 Score: | <input type="text" value="380"/>           | All Respondents: | <input type="text" value="357"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="359"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="377"/> |

### Climate/Feedback

Appropriate feedback is an essential element of organizational learning by providing the necessary data in which improvement can occur.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="374"/> | 2014 Score: | <input type="text" value="358"/>           | All Respondents: | <input type="text" value="349"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="347"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="359"/> |

### Climate/Management

The climate presented by Management as being accessible, visible, and an effective communicator of information is a basic tenant of successful leadership.

|                       |                                  |             |  |                  |                                  |
|-----------------------|----------------------------------|-------------|--|------------------|----------------------------------|
| <b>Current Score:</b> | <input type="text" value="415"/> | 2014 Score: | <input type="text" value="404"/>           | All Respondents: | <input type="text" value="361"/> |
|                       |                                  | 2012 Score: | <input type="text" value="Not Available"/> | Size Category 4: | <input type="text" value="351"/> |
|                       |                                  | 2010 Score: | <input type="text" value="Not Available"/> | Mission 3:       | <input type="text" value="360"/> |

## Primary Items

For the primary items (numbered 1-71), participants were asked to indicate how they agreed with each positively phrased statement. If participants did not have information or the item did not apply, they were to select don't know/not applicable. For items referring to work group, they were asked to respond from the perspective of their immediate workplace (those individuals or areas they interacted with most often).

### Reported Data

Each primary item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to survey items.

### Response Data

- **Current Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Number of Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Frequency** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the percent of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.

### Benchmark Data

- **YEAR Score** is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.

### Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.25 and 3.75. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

## Primary Items

### 1. People in my work group cooperate to get the job done.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>4.36</b>    | 2014 Score: | 4.39          | All Respondents: | 4.15              |                           |  |
| Standard Deviation:    | 0.71           | 2012 Score: | Not Available | Size Category 4: | 4.17              |                           |  |
| Number of Respondents: | 306            | 2010 Score: | Not Available | Mission 3:       | 4.26              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 145            | 135         | 16            | 8                | 2                 | 0                         |  |
| Percentage:            | 47.39%         | 44.12%      | 5.23%         | 2.61%            | 0.65%             | Not Available             |  |

### 2. My work group is actively involved in making work processes more effective.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>4.22</b>    | 2014 Score: | 4.15          | All Respondents: | 3.93              |                           |  |
| Standard Deviation:    | 0.81           | 2012 Score: | Not Available | Size Category 4: | 3.93              |                           |  |
| Number of Respondents: | 305            | 2010 Score: | Not Available | Mission 3:       | 3.98              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 124            | 138         | 24            | 15               | 4                 | 0                         |  |
| Percentage:            | 40.66%         | 45.25%      | 7.87%         | 4.92%            | 1.31%             | Not Available             |  |

### 3. There is a real feeling of teamwork.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>4.14</b>    | 2014 Score: | 4.07          | All Respondents: | 3.75              |                           |  |
| Standard Deviation:    | 0.86           | 2012 Score: | Not Available | Size Category 4: | 3.77              |                           |  |
| Number of Respondents: | 304            | 2010 Score: | Not Available | Mission 3:       | 3.86              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 121            | 120         | 39            | 20               | 4                 | 0                         |  |
| Percentage:            | 39.80%         | 39.47%      | 12.83%        | 6.58%            | 1.32%             | Not Available             |  |

### 4. In my work group, I have an opportunity to participate in the goal setting process.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>4.12</b>    | 2014 Score: | 4.10          | All Respondents: | 3.65              |                           |  |
| Standard Deviation:    | 0.77           | 2012 Score: | Not Available | Size Category 4: | 3.65              |                           |  |
| Number of Respondents: | 303            | 2010 Score: | Not Available | Mission 3:       | 3.79              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 101            | 139         | 39            | 16               | 4                 | 4                         |  |
| Percentage:            | 33.33%         | 45.87%      | 12.87%        | 5.28%            | 1.32%             | 1.32%                     |  |

## Primary Items

### 5. Work groups are trained to incorporate the opinions of each member.

|  |  |                                     |  |                                     |  |   |  |                                     |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="3.77"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="3.72"/>          |  |                                     |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.92"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                     |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.49"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="304"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                     |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.49"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                     |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.59"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                            |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="62"/>     |  | <input type="text" value="143"/>    |  | <input type="text" value="54"/>                               |  | <input type="text" value="34"/>     |  | <input type="text" value="7"/>     |  | <input type="text" value="4"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="20.39%"/> |  | <input type="text" value="47.04%"/> |  | <input type="text" value="17.76%"/>                           |  | <input type="text" value="11.18%"/> |  | <input type="text" value="2.30%"/> |  | <input type="text" value="1.32%"/>                        |  |  |  |  |  |

### 6. My work group uses the latest technology to communicate and interact.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="3.89"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="3.83"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.80"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.60"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="305"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.60"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.76"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="68"/>     |  | <input type="text" value="152"/>    |  | <input type="text" value="62"/>                               |  | <input type="text" value="20"/>    |  | <input type="text" value="2"/>     |  | <input type="text" value="1"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="22.30%"/> |  | <input type="text" value="49.84%"/> |  | <input type="text" value="20.33%"/>                           |  | <input type="text" value="6.56%"/> |  | <input type="text" value="0.66%"/> |  | <input type="text" value="0.33%"/>                        |  |  |  |  |  |

### 7. The information available from our computer systems is reliable.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="4.06"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="3.95"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.73"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.76"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="306"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.75"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.84"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="81"/>     |  | <input type="text" value="168"/>    |  | <input type="text" value="41"/>                               |  | <input type="text" value="12"/>    |  | <input type="text" value="1"/>     |  | <input type="text" value="3"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="26.47%"/> |  | <input type="text" value="54.90%"/> |  | <input type="text" value="13.40%"/>                           |  | <input type="text" value="3.92%"/> |  | <input type="text" value="0.33%"/> |  | <input type="text" value="0.98%"/>                        |  |  |  |  |  |

### 8. Overall, our computer information systems present information in an understandable way.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="4.06"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="3.88"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.70"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.75"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="305"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.71"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.73"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="77"/>     |  | <input type="text" value="176"/>    |  | <input type="text" value="38"/>                               |  | <input type="text" value="12"/>    |  | <input type="text" value="2"/>     |  | <input type="text" value="0"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="25.25%"/> |  | <input type="text" value="57.70%"/> |  | <input type="text" value="12.46%"/>                           |  | <input type="text" value="3.93%"/> |  | <input type="text" value="0.66%"/> |  | <input type="text" value="Not Available"/>                |  |  |  |  |  |

# Primary Items

## 9. Our computer systems enable me to easily and quickly find the information I need.

|                                   |  |                |  |        |  |                           |  |          |  |                   |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>3.95</b> |  |                |  |        |  | <b>2014 Score:</b> 3.73   |  |          |  |                   |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.76          |  |                |  |        |  | 2012 Score: Not Available |  |          |  |                   |  | All Respondents: 3.54     |  |  |  |  |  |
| Number of Respondents: 302        |  |                |  |        |  | 2010 Score: Not Available |  |          |  |                   |  | Size Category 4: 3.52     |  |  |  |  |  |
|                                   |  |                |  |        |  |                           |  |          |  |                   |  | Mission 3: 3.54           |  |  |  |  |  |
| Response:                         |  | Strongly Agree |  | Agree  |  | Neutral                   |  | Disagree |  | Strongly Disagree |  | Don't Know/Not Applicable |  |  |  |  |  |
| Frequency:                        |  | 71             |  | 156    |  | 47                        |  | 24       |  | 4                 |  | 0                         |  |  |  |  |  |
| Percentage:                       |  | 23.51%         |  | 51.66% |  | 15.56%                    |  | 7.95%    |  | 1.32%             |  | Not Available             |  |  |  |  |  |

## 10. Information systems are in place and accessible for me to get my job done.

|                                   |  |                |  |        |  |                           |  |          |  |                   |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.09</b> |  |                |  |        |  | <b>2014 Score:</b> 3.96   |  |          |  |                   |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.70          |  |                |  |        |  | 2012 Score: Not Available |  |          |  |                   |  | All Respondents: 3.82     |  |  |  |  |  |
| Number of Respondents: 306        |  |                |  |        |  | 2010 Score: Not Available |  |          |  |                   |  | Size Category 4: 3.77     |  |  |  |  |  |
|                                   |  |                |  |        |  |                           |  |          |  |                   |  | Mission 3: 3.80           |  |  |  |  |  |
| Response:                         |  | Strongly Agree |  | Agree  |  | Neutral                   |  | Disagree |  | Strongly Disagree |  | Don't Know/Not Applicable |  |  |  |  |  |
| Frequency:                        |  | 81             |  | 176    |  | 39                        |  | 7        |  | 2                 |  | 1                         |  |  |  |  |  |
| Percentage:                       |  | 26.47%         |  | 57.52% |  | 12.75%                    |  | 2.29%    |  | 0.65%             |  | 0.33%                     |  |  |  |  |  |

## 11. I have a clear understanding about my work responsibilities.

|                                   |  |                |  |        |  |                           |  |          |  |                   |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.44</b> |  |                |  |        |  | <b>2014 Score:</b> 4.41   |  |          |  |                   |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.55          |  |                |  |        |  | 2012 Score: Not Available |  |          |  |                   |  | All Respondents: 4.05     |  |  |  |  |  |
| Number of Respondents: 304        |  |                |  |        |  | 2010 Score: Not Available |  |          |  |                   |  | Size Category 4: 4.04     |  |  |  |  |  |
|                                   |  |                |  |        |  |                           |  |          |  |                   |  | Mission 3: 4.11           |  |  |  |  |  |
| Response:                         |  | Strongly Agree |  | Agree  |  | Neutral                   |  | Disagree |  | Strongly Disagree |  | Don't Know/Not Applicable |  |  |  |  |  |
| Frequency:                        |  | 148            |  | 136    |  | 12                        |  | 7        |  | 1                 |  | 0                         |  |  |  |  |  |
| Percentage:                       |  | 48.68%         |  | 44.74% |  | 3.95%                     |  | 2.30%    |  | 0.33%             |  | Not Available             |  |  |  |  |  |

## 12. My supervisor gives me specific feedback about my performance.

|                                   |  |                |  |        |  |                           |  |          |  |                   |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.08</b> |  |                |  |        |  | <b>2014 Score:</b> 4.13   |  |          |  |                   |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.94          |  |                |  |        |  | 2012 Score: Not Available |  |          |  |                   |  | All Respondents: 3.90     |  |  |  |  |  |
| Number of Respondents: 304        |  |                |  |        |  | 2010 Score: Not Available |  |          |  |                   |  | Size Category 4: 3.92     |  |  |  |  |  |
|                                   |  |                |  |        |  |                           |  |          |  |                   |  | Mission 3: 4.00           |  |  |  |  |  |
| Response:                         |  | Strongly Agree |  | Agree  |  | Neutral                   |  | Disagree |  | Strongly Disagree |  | Don't Know/Not Applicable |  |  |  |  |  |
| Frequency:                        |  | 116            |  | 124    |  | 34                        |  | 21       |  | 9                 |  | 0                         |  |  |  |  |  |
| Percentage:                       |  | 38.16%         |  | 40.79% |  | 11.18%                    |  | 6.91%    |  | 2.96%             |  | Not Available             |  |  |  |  |  |



## Primary Items

### 13. My supervisor recognizes outstanding work.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="4.11"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="4.06"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.82"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.87"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="301"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.87"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.99"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="110"/>    |  | <input type="text" value="122"/>    |  | <input type="text" value="45"/>                               |  | <input type="text" value="15"/>    |  | <input type="text" value="9"/>     |  | <input type="text" value="0"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="36.54%"/> |  | <input type="text" value="40.53%"/> |  | <input type="text" value="14.95%"/>                           |  | <input type="text" value="4.98%"/> |  | <input type="text" value="2.99%"/> |  | <input type="text" value="Not Available"/>                |  |  |  |  |  |

### 14. My supervisor gives me the opportunity to do my best work.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="4.21"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="4.20"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.72"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="4.01"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="301"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="4.02"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="4.15"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="117"/>    |  | <input type="text" value="132"/>    |  | <input type="text" value="28"/>                               |  | <input type="text" value="20"/>    |  | <input type="text" value="4"/>     |  | <input type="text" value="0"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="38.87%"/> |  | <input type="text" value="43.85%"/> |  | <input type="text" value="9.30%"/>                            |  | <input type="text" value="6.64%"/> |  | <input type="text" value="1.33%"/> |  | <input type="text" value="Not Available"/>                |  |  |  |  |  |

### 15. My supervisor is consistent when administering policies concerning employees.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="4.02"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="4.00"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.93"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.74"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="301"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.74"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.89"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="103"/>    |  | <input type="text" value="124"/>    |  | <input type="text" value="38"/>                               |  | <input type="text" value="20"/>    |  | <input type="text" value="14"/>    |  | <input type="text" value="2"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="34.22%"/> |  | <input type="text" value="41.20%"/> |  | <input type="text" value="12.62%"/>                           |  | <input type="text" value="6.64%"/> |  | <input type="text" value="4.65%"/> |  | <input type="text" value="0.66%"/>                        |  |  |  |  |  |

### 16. I have a good understanding of our mission, vision, and strategic plan.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="4.56"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="4.54"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.24"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="4.09"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="301"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="4.03"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="4.09"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="165"/>    |  | <input type="text" value="120"/>    |  | <input type="text" value="11"/>                               |  | <input type="text" value="3"/>     |  | <input type="text" value="2"/>     |  | <input type="text" value="0"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="54.82%"/> |  | <input type="text" value="39.87%"/> |  | <input type="text" value="3.65%"/>                            |  | <input type="text" value="1.00%"/> |  | <input type="text" value="0.66%"/> |  | <input type="text" value="Not Available"/>                |  |  |  |  |  |

# Primary Items

## 17. I understand the state, local, national, and global issues that impact the organization.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>4.06</b>    | 2014 Score: | 4.04          | All Respondents: | 4.04              |                           |  |
| Standard Deviation:    | 0.68           | 2012 Score: | Not Available | Size Category 4: | 3.99              |                           |  |
| Number of Respondents: | 305            | 2010 Score: | Not Available | Mission 3:       | 4.02              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 80             | 164         | 49            | 11               | 0                 | 1                         |  |
| Percentage:            | 26.23%         | 53.77%      | 16.07%        | 3.61%            | Not Available     | 0.33%                     |  |

## 18. We work well with other parts of the institution.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>4.19</b>    | 2014 Score: | 4.05          | All Respondents: | 3.94              |                           |  |
| Standard Deviation:    | 0.65           | 2012 Score: | Not Available | Size Category 4: | 3.91              |                           |  |
| Number of Respondents: | 303            | 2010 Score: | Not Available | Mission 3:       | 4.04              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 102            | 159         | 26            | 14               | 2                 | 0                         |  |
| Percentage:            | 33.66%         | 52.48%      | 8.58%         | 4.62%            | 0.66%             | Not Available             |  |

## 19. We develop services to meet the needs of those we serve.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>4.41</b>    | 2014 Score: | 4.25          | All Respondents: | 3.96              |                           |  |
| Standard Deviation:    | 0.34           | 2012 Score: | Not Available | Size Category 4: | 3.99              |                           |  |
| Number of Respondents: | 301            | 2010 Score: | Not Available | Mission 3:       | 4.12              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 128            | 149         | 17            | 6                | 1                 | 0                         |  |
| Percentage:            | 42.52%         | 49.50%      | 5.65%         | 1.99%            | 0.33%             | Not Available             |  |

## 20. My work group uses the feedback from those we serve when making decisions.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>4.19</b>    | 2014 Score: | 4.06          | All Respondents: | 3.78              |                           |  |
| Standard Deviation:    | 0.64           | 2012 Score: | Not Available | Size Category 4: | 3.81              |                           |  |
| Number of Respondents: | 302            | 2010 Score: | Not Available | Mission 3:       | 3.96              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 101            | 149         | 33            | 10               | 4                 | 5                         |  |
| Percentage:            | 33.44%         | 49.34%      | 10.93%        | 3.31%            | 1.32%             | 1.66%                     |  |

## Primary Items

### 21. My work group regularly uses performance data to improve the quality of our work.

|  |  |                                     |  |                                     |  |   |  |                                     |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="3.85"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="3.77"/>          |  |                                     |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.82"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                     |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.54"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="301"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                     |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.51"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                     |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.55"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                            |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="66"/>     |  | <input type="text" value="137"/>    |  | <input type="text" value="52"/>                               |  | <input type="text" value="33"/>     |  | <input type="text" value="5"/>     |  | <input type="text" value="8"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="21.93%"/> |  | <input type="text" value="45.51%"/> |  | <input type="text" value="17.28%"/>                           |  | <input type="text" value="10.96%"/> |  | <input type="text" value="1.66%"/> |  | <input type="text" value="2.66%"/>                        |  |  |  |  |  |

### 22. My work group's goals are consistently met or exceeded.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="4.11"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="4.05"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.47"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.87"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="301"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.88"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.93"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="74"/>     |  | <input type="text" value="170"/>    |  | <input type="text" value="44"/>                               |  | <input type="text" value="9"/>     |  | <input type="text" value="1"/>     |  | <input type="text" value="3"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="24.58%"/> |  | <input type="text" value="56.48%"/> |  | <input type="text" value="14.62%"/>                           |  | <input type="text" value="2.99%"/> |  | <input type="text" value="0.33%"/> |  | <input type="text" value="1.00%"/>                        |  |  |  |  |  |

### 23. Our institution is known for the quality of service we provide.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="4.39"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="4.19"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.36"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.95"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="300"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="4.05"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="4.24"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="127"/>    |  | <input type="text" value="141"/>    |  | <input type="text" value="24"/>                               |  | <input type="text" value="6"/>     |  | <input type="text" value="2"/>     |  | <input type="text" value="0"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="42.33%"/> |  | <input type="text" value="47.00%"/> |  | <input type="text" value="8.00%"/>                            |  | <input type="text" value="2.00%"/> |  | <input type="text" value="0.67%"/> |  | <input type="text" value="Not Available"/>                |  |  |  |  |  |

### 24. My pay keeps pace with the cost of living.

|  |  |                                    |  |                                     |  |   |  |                                     |  |                                    |  |   |  |  |  |  |  |
|--|--|------------------------------------|--|-------------------------------------|--|---|--|-------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="3.33"/>        |  |                                    |  |                                     |  | <b>2014 Score:</b> <input type="text" value="3.22"/>          |  |                                     |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.98"/>   |  |                                    |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                     |  |                                    |  | <b>All Respondents:</b> <input type="text" value="2.38"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="303"/> |  |                                    |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                     |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="2.41"/> |  |  |  |  |  |
|  |  |                                    |  |                                     |  |   |  |                                     |  |                                    |  | <b>Mission 3:</b> <input type="text" value="2.50"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                     |  | Agree                               |  | Neutral   |  | Disagree                            |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="27"/>    |  | <input type="text" value="118"/>    |  | <input type="text" value="86"/>                               |  | <input type="text" value="51"/>     |  | <input type="text" value="18"/>    |  | <input type="text" value="3"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="8.91%"/> |  | <input type="text" value="38.94%"/> |  | <input type="text" value="28.38%"/>                           |  | <input type="text" value="16.83%"/> |  | <input type="text" value="5.94%"/> |  | <input type="text" value="0.99%"/>                        |  |  |  |  |  |

## Primary Items

### 25. Salaries are competitive with similar jobs in the community or comparable institutions.

|                        |                | Current Benchmarks |               |                  |                   |                           |
|------------------------|----------------|--------------------|---------------|------------------|-------------------|---------------------------|
| Current Score:         | 3.25           | 2014 Score:        | 3.21          | All Respondents: | 2.52              |                           |
| Standard Deviation:    | 1.04           | 2012 Score:        | Not Available | Size Category 4: | 2.54              |                           |
| Number of Respondents: | 304            | 2010 Score:        | Not Available | Mission 3:       | 2.67              |                           |
| Response:              | Strongly Agree | Agree              | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |
| Frequency:             | 30             | 104                | 89            | 54               | 22                | 5                         |
| Percentage:            | 9.87%          | 34.21%             | 29.28%        | 17.76%           | 7.24%             | 1.64%                     |

### 26. I feel I am paid fairly for the work I do.

|                        |                | Current Benchmarks |               |                  |                   |                           |
|------------------------|----------------|--------------------|---------------|------------------|-------------------|---------------------------|
| Current Score:         | 3.41           | 2014 Score:        | 3.34          | All Respondents: | 2.74              |                           |
| Standard Deviation:    | 0.94           | 2012 Score:        | Not Available | Size Category 4: | 2.79              |                           |
| Number of Respondents: | 303            | 2010 Score:        | Not Available | Mission 3:       | 2.85              |                           |
| Response:              | Strongly Agree | Agree              | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |
| Frequency:             | 32             | 122                | 85            | 52               | 12                | 0                         |
| Percentage:            | 10.56%         | 40.26%             | 28.05%        | 17.16%           | 3.96%             | Not Available             |

### 27. My job meets my expectations.

|                        |                | Current Benchmarks |               |                  |                   |                           |
|------------------------|----------------|--------------------|---------------|------------------|-------------------|---------------------------|
| Current Score:         | 4.02           | 2014 Score:        | 3.98          | All Respondents: | 3.59              |                           |
| Standard Deviation:    | 0.58           | 2012 Score:        | Not Available | Size Category 4: | 3.62              |                           |
| Number of Respondents: | 302            | 2010 Score:        | Not Available | Mission 3:       | 3.75              |                           |
| Response:              | Strongly Agree | Agree              | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |
| Frequency:             | 62             | 185                | 37            | 16               | 2                 | 0                         |
| Percentage:            | 20.53%         | 61.26%             | 12.25%        | 5.30%            | 0.66%             | Not Available             |

### 28. My work environment supports a balance between work and personal life.

|                        |                | Current Benchmarks |               |                  |                   |                           |
|------------------------|----------------|--------------------|---------------|------------------|-------------------|---------------------------|
| Current Score:         | 3.87           | 2014 Score:        | 3.82          | All Respondents: | 3.79              |                           |
| Standard Deviation:    | 0.99           | 2012 Score:        | Not Available | Size Category 4: | 3.83              |                           |
| Number of Respondents: | 304            | 2010 Score:        | Not Available | Mission 3:       | 3.81              |                           |
| Response:              | Strongly Agree | Agree              | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |
| Frequency:             | 79             | 150                | 33            | 28               | 14                | 0                         |
| Percentage:            | 25.99%         | 49.34%             | 10.86%        | 9.21%            | 4.61%             | Not Available             |

# Primary Items

## 29. I feel my efforts count.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.21</b> | 2014 Score: | 4.04          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.50        | 2012 Score: | Not Available | All Respondents:          | 3.76                      |
| Number of Respondents: |                | 299         | 2010 Score: | Not Available | Size Category 4:          | 3.78                      |
|                        |                |             |             |               | Mission 3:                | 3.92                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 96             | 156         | 29          | 15            | 3                         | 0                         |
| Percentage:            | 32.11%         | 52.17%      | 9.70%       | 5.02%         | 1.00%                     | Not Available             |

## 30. The amount of work I am asked to do is reasonable.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>3.79</b> | 2014 Score: | 3.78          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.97        | 2012 Score: | Not Available | All Respondents:          | 3.66                      |
| Number of Respondents: |                | 305         | 2010 Score: | Not Available | Size Category 4:          | 3.74                      |
|                        |                |             |             |               | Mission 3:                | 3.73                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 65             | 154         | 51          | 20            | 15                        | 0                         |
| Percentage:            | 21.31%         | 50.49%      | 16.72%      | 6.56%         | 4.92%                     | Not Available             |

## 31. I feel a sense of pride when I tell people where I work.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.51</b> | 2014 Score: | 4.44          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.49        | 2012 Score: | Not Available | All Respondents:          | 3.95                      |
| Number of Respondents: |                | 303         | 2010 Score: | Not Available | Size Category 4:          | 4.01                      |
|                        |                |             |             |               | Mission 3:                | 4.17                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 168            | 111         | 18          | 5             | 1                         | 0                         |
| Percentage:            | 55.45%         | 36.63%      | 5.94%       | 1.65%         | 0.33%                     | Not Available             |

## 32. I feel the communication channels I must go through at work are reasonable.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.03</b> | 2014 Score: | 3.89          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.81        | 2012 Score: | Not Available | All Respondents:          | 3.65                      |
| Number of Respondents: |                | 302         | 2010 Score: | Not Available | Size Category 4:          | 3.59                      |
|                        |                |             |             |               | Mission 3:                | 3.70                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 86             | 154         | 34          | 18            | 9                         | 1                         |
| Percentage:            | 28.48%         | 50.99%      | 11.26%      | 5.96%         | 2.98%                     | 0.33%                     |

## Primary Items

### 33. My work atmosphere encourages open and honest communication.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>3.85</b>    | 2014 Score: | 3.66          | All Respondents: | 3.49              |                           |  |
| Standard Deviation:    | 0.95           | 2012 Score: | Not Available | Size Category 4: | 3.49              |                           |  |
| Number of Respondents: | 303            | 2010 Score: | Not Available | Mission 3:       | 3.65              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 78             | 138         | 44            | 34               | 9                 | 0                         |  |
| Percentage:            | 25.74%         | 45.54%      | 14.52%        | 11.22%           | 2.97%             | Not Available             |  |

### 34. Overall within the groups I work, there is good communication.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>3.89</b>    | 2014 Score: | 3.86          | All Respondents: | 3.59              |                           |  |
| Standard Deviation:    | 0.86           | 2012 Score: | Not Available | Size Category 4: | 3.58              |                           |  |
| Number of Respondents: | 303            | 2010 Score: | Not Available | Mission 3:       | 3.71              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 68             | 162         | 36            | 30               | 7                 | 0                         |  |
| Percentage:            | 22.44%         | 53.47%      | 11.88%        | 9.90%            | 2.31%             | Not Available             |  |

### 35. The right information gets to the right people at the right time.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>3.63</b>    | 2014 Score: | 3.60          | All Respondents: | 3.33              |                           |  |
| Standard Deviation:    | 0.85           | 2012 Score: | Not Available | Size Category 4: | 3.26              |                           |  |
| Number of Respondents: | 302            | 2010 Score: | Not Available | Mission 3:       | 3.37              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 43             | 144         | 61            | 51               | 3                 | 0                         |  |
| Percentage:            | 14.24%         | 47.68%      | 20.20%        | 16.89%           | 0.99%             | Not Available             |  |

### 36. I believe we communicate our mission effectively to the public.

|                        |                |             |               |                  |                   |                           |  |
|------------------------|----------------|-------------|---------------|------------------|-------------------|---------------------------|--|
|                        |                |             |               |                  |                   | <b>Current Benchmarks</b> |  |
| <b>Current Score:</b>  | <b>4.20</b>    | 2014 Score: | 4.11          | All Respondents: | 3.77              |                           |  |
| Standard Deviation:    | 0.55           | 2012 Score: | Not Available | Size Category 4: | 3.74              |                           |  |
| Number of Respondents: | 303            | 2010 Score: | Not Available | Mission 3:       | 3.74              |                           |  |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |  |
| Frequency:             | 93             | 170         | 31            | 6                | 2                 | 1                         |  |
| Percentage:            | 30.69%         | 56.11%      | 10.23%        | 1.98%            | 0.66%             | 0.33%                     |  |

# Primary Items

## 37. Our institution communicates well with our governing bodies (i.e. the board, the legislature, etc.).

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.01</b> | 2014 Score: | 4.11          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.59           |             | 2012 Score: | Not Available | All Respondents:          | 3.88                      |
| Number of Respondents: | 303            |             | 2010 Score: | Not Available | Size Category 4:          | 3.86                      |
|                        |                |             |             |               | Mission 3:                | 3.94                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 66             | 139         | 64          | 7             | 0                         | 27                        |
| Percentage:            | 21.78%         | 45.87%      | 21.12%      | 2.31%         | Not Available             | 8.91%                     |

## 38. My institution shares appropriate information with the public.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.09</b> | 2014 Score: | 4.04          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.50           |             | 2012 Score: | Not Available | All Respondents:          | 3.93                      |
| Number of Respondents: | 304            |             | 2010 Score: | Not Available | Size Category 4:          | 3.89                      |
|                        |                |             |             |               | Mission 3:                | 3.93                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 65             | 174         | 48          | 2             | 0                         | 15                        |
| Percentage:            | 21.38%         | 57.24%      | 15.79%      | 0.66%         | Not Available             | 4.93%                     |

## 39. We communicate effectively with other parts of the institution.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>3.97</b> | 2014 Score: | 3.89          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.54           |             | 2012 Score: | Not Available | All Respondents:          | 3.86                      |
| Number of Respondents: | 299            |             | 2010 Score: | Not Available | Size Category 4:          | 3.81                      |
|                        |                |             |             |               | Mission 3:                | 3.88                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 54             | 175         | 46          | 19            | 4                         | 1                         |
| Percentage:            | 18.06%         | 58.53%      | 15.38%      | 6.35%         | 1.34%                     | 0.33%                     |

## 40. Given the type of work I do, my physical workplace meets my needs.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.17</b> | 2014 Score: | 4.01          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.71           |             | 2012 Score: | Not Available | All Respondents:          | 4.00                      |
| Number of Respondents: | 304            |             | 2010 Score: | Not Available | Size Category 4:          | 3.98                      |
|                        |                |             |             |               | Mission 3:                | 4.04                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 98             | 170         | 18          | 14            | 4                         | 0                         |
| Percentage:            | 32.24%         | 55.92%      | 5.92%       | 4.61%         | 1.32%                     | Not Available             |

## Primary Items

### 41. My workplace is well maintained.

|                                   |  |                |        |         |          |                           |                |  |            |  |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--------|---------|----------|---------------------------|----------------|--|------------|--|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.27</b> |  |                |        |         |          | <b>2014 Score:</b> 4.18   |                |  |            |  |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.65          |  |                |        |         |          | 2012 Score: Not Available |                |  |            |  |  | All Respondents: 3.78     |  |  |  |  |  |
| Number of Respondents: 303        |  |                |        |         |          | 2010 Score: Not Available |                |  |            |  |  | Size Category 4: 3.86     |  |  |  |  |  |
|                                   |  |                |        |         |          |                           |                |  |            |  |  | Mission 3: 3.89           |  |  |  |  |  |
| Response:                         |  | Strongly Agree | Agree  | Neutral | Disagree | Strongly Disagree         | Don't Know/Not |  | Applicable |  |  |                           |  |  |  |  |  |
| Frequency:                        |  | 116            | 154    | 17      | 13       | 3                         | 0              |  |            |  |  |                           |  |  |  |  |  |
| Percentage:                       |  | 38.28%         | 50.83% | 5.61%   | 4.29%    | 0.99%                     | Not Available  |  |            |  |  |                           |  |  |  |  |  |

### 42. There are sufficient procedures to ensure the safety of employees in the workplace.

|                                   |  |                |        |         |          |                           |                |  |            |  |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--------|---------|----------|---------------------------|----------------|--|------------|--|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.38</b> |  |                |        |         |          | <b>2014 Score:</b> 4.25   |                |  |            |  |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.13          |  |                |        |         |          | 2012 Score: Not Available |                |  |            |  |  | All Respondents: 4.01     |  |  |  |  |  |
| Number of Respondents: 300        |  |                |        |         |          | 2010 Score: Not Available |                |  |            |  |  | Size Category 4: 4.02     |  |  |  |  |  |
|                                   |  |                |        |         |          |                           |                |  |            |  |  | Mission 3: 4.14           |  |  |  |  |  |
| Response:                         |  | Strongly Agree | Agree  | Neutral | Disagree | Strongly Disagree         | Don't Know/Not |  | Applicable |  |  |                           |  |  |  |  |  |
| Frequency:                        |  | 112            | 164    | 14      | 6        | 1                         | 3              |  |            |  |  |                           |  |  |  |  |  |
| Percentage:                       |  | 37.33%         | 54.67% | 4.67%   | 2.00%    | 0.33%                     | 1.00%          |  |            |  |  |                           |  |  |  |  |  |

### 43. I have adequate resources and equipment to do my job.

|                                   |  |                |        |         |          |                           |                |  |            |  |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--------|---------|----------|---------------------------|----------------|--|------------|--|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.17</b> |  |                |        |         |          | <b>2014 Score:</b> 4.03   |                |  |            |  |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.67          |  |                |        |         |          | 2012 Score: Not Available |                |  |            |  |  | All Respondents: 3.89     |  |  |  |  |  |
| Number of Respondents: 302        |  |                |        |         |          | 2010 Score: Not Available |                |  |            |  |  | Size Category 4: 3.86     |  |  |  |  |  |
|                                   |  |                |        |         |          |                           |                |  |            |  |  | Mission 3: 3.99           |  |  |  |  |  |
| Response:                         |  | Strongly Agree | Agree  | Neutral | Disagree | Strongly Disagree         | Don't Know/Not |  | Applicable |  |  |                           |  |  |  |  |  |
| Frequency:                        |  | 96             | 165    | 21      | 15       | 5                         | 0              |  |            |  |  |                           |  |  |  |  |  |
| Percentage:                       |  | 31.79%         | 54.64% | 6.95%   | 4.97%    | 1.66%                     | Not Available  |  |            |  |  |                           |  |  |  |  |  |

### 44. The people I work with care about my personal well-being.

|                                   |  |                |        |         |          |                           |                |  |            |  |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--------|---------|----------|---------------------------|----------------|--|------------|--|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.42</b> |  |                |        |         |          | <b>2014 Score:</b> 4.32   |                |  |            |  |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.45          |  |                |        |         |          | 2012 Score: Not Available |                |  |            |  |  | All Respondents: 3.93     |  |  |  |  |  |
| Number of Respondents: 301        |  |                |        |         |          | 2010 Score: Not Available |                |  |            |  |  | Size Category 4: 3.93     |  |  |  |  |  |
|                                   |  |                |        |         |          |                           |                |  |            |  |  | Mission 3: 4.09           |  |  |  |  |  |
| Response:                         |  | Strongly Agree | Agree  | Neutral | Disagree | Strongly Disagree         | Don't Know/Not |  | Applicable |  |  |                           |  |  |  |  |  |
| Frequency:                        |  | 141            | 132    | 18      | 8        | 2                         | 0              |  |            |  |  |                           |  |  |  |  |  |
| Percentage:                       |  | 46.84%         | 43.85% | 5.98%   | 2.66%    | 0.66%                     | Not Available  |  |            |  |  |                           |  |  |  |  |  |



# Primary Items

## 45. I am encouraged to come up with ways to improve our services.

|                        |                |             |               |                  |                           |                           |
|------------------------|----------------|-------------|---------------|------------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.26</b> | 2014 Score:   | 4.17             | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.50           | 2012 Score: | Not Available | All Respondents: | 3.81                      |                           |
| Number of Respondents: | 300            | 2010 Score: | Not Available | Size Category 4: | 3.85                      |                           |
|                        |                |             |               | Mission 3:       | 4.03                      |                           |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 106            | 151         | 27            | 13               | 2                         | 1                         |
| Percentage:            | 35.33%         | 50.33%      | 9.00%         | 4.33%            | 0.67%                     | 0.33%                     |

## 46. I know how my work impacts others in the organization.

|                        |                |             |               |                  |                           |                           |
|------------------------|----------------|-------------|---------------|------------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.28</b> | 2014 Score:   | 4.14             | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.28           | 2012 Score: | Not Available | All Respondents: | 4.10                      |                           |
| Number of Respondents: | 299            | 2010 Score: | Not Available | Size Category 4: | 4.10                      |                           |
|                        |                |             |               | Mission 3:       | 4.11                      |                           |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 98             | 164         | 26            | 8                | 2                         | 1                         |
| Percentage:            | 32.78%         | 54.85%      | 8.70%         | 2.68%            | 0.67%                     | 0.33%                     |

## 47. I am encouraged to learn from my mistakes.

|                        |                |             |               |                  |                           |                           |
|------------------------|----------------|-------------|---------------|------------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.19</b> | 2014 Score:   | 4.09             | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.59           | 2012 Score: | Not Available | All Respondents: | 3.98                      |                           |
| Number of Respondents: | 302            | 2010 Score: | Not Available | Size Category 4: | 3.99                      |                           |
|                        |                |             |               | Mission 3:       | 4.05                      |                           |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 95             | 159         | 34            | 7                | 4                         | 3                         |
| Percentage:            | 31.46%         | 52.65%      | 11.26%        | 2.32%            | 1.32%                     | 0.99%                     |

## 48. There is a basic trust among employees and supervisors.

|                        |                |             |               |                  |                           |                           |
|------------------------|----------------|-------------|---------------|------------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>3.84</b> | 2014 Score:   | 3.68             | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 1.00           | 2012 Score: | Not Available | All Respondents: | 3.45                      |                           |
| Number of Respondents: | 302            | 2010 Score: | Not Available | Size Category 4: | 3.47                      |                           |
|                        |                |             |               | Mission 3:       | 3.71                      |                           |
| Response:              | Strongly Agree | Agree       | Neutral       | Disagree         | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 79             | 138         | 37            | 33               | 15                        | 0                         |
| Percentage:            | 26.16%         | 45.70%      | 12.25%        | 10.93%           | 4.97%                     | Not Available             |

# Primary Items

## 49. When possible, decision making and control are given to employees doing the actual work.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="3.79"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="3.63"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.94"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.52"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="302"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.50"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.74"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="64"/>     |  | <input type="text" value="147"/>    |  | <input type="text" value="48"/>                               |  | <input type="text" value="27"/>    |  | <input type="text" value="15"/>    |  | <input type="text" value="1"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="21.19%"/> |  | <input type="text" value="48.68%"/> |  | <input type="text" value="15.89%"/>                           |  | <input type="text" value="8.94%"/> |  | <input type="text" value="4.97%"/> |  | <input type="text" value="0.33%"/>                        |  |  |  |  |  |

## 50. An effort is made to get the opinions of people throughout the organization.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="3.74"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="3.65"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.95"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.44"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="303"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.40"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.55"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="59"/>     |  | <input type="text" value="142"/>    |  | <input type="text" value="59"/>                               |  | <input type="text" value="26"/>    |  | <input type="text" value="14"/>    |  | <input type="text" value="3"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="19.47%"/> |  | <input type="text" value="46.86%"/> |  | <input type="text" value="19.47%"/>                           |  | <input type="text" value="8.58%"/> |  | <input type="text" value="4.62%"/> |  | <input type="text" value="0.99%"/>                        |  |  |  |  |  |

## 51. The people I work with treat each other with respect.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="4.24"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="4.21"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.63"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.82"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="304"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.85"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="4.01"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="107"/>    |  | <input type="text" value="162"/>    |  | <input type="text" value="24"/>                               |  | <input type="text" value="9"/>     |  | <input type="text" value="2"/>     |  | <input type="text" value="0"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="35.20%"/> |  | <input type="text" value="53.29%"/> |  | <input type="text" value="7.89%"/>                            |  | <input type="text" value="2.96%"/> |  | <input type="text" value="0.66%"/> |  | <input type="text" value="Not Available"/>                |  |  |  |  |  |

## 52. My institution works to attract, develop, and retain people with diverse backgrounds.

|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  |   |  |  |  |  |  |
|--|--|-------------------------------------|--|-------------------------------------|--|---|--|------------------------------------|--|------------------------------------|--|---|--|--|--|--|--|
| <b>Current Score:</b> <input type="text" value="3.81"/>        |  |                                     |  |                                     |  | <b>2014 Score:</b> <input type="text" value="3.77"/>          |  |                                    |  |                                    |  | <b>Current Benchmarks</b>                                 |  |  |  |  |  |
| <b>Standard Deviation:</b> <input type="text" value="0.93"/>   |  |                                     |  |                                     |  | <b>2012 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>All Respondents:</b> <input type="text" value="3.72"/> |  |  |  |  |  |
| <b>Number of Respondents:</b> <input type="text" value="304"/> |  |                                     |  |                                     |  | <b>2010 Score:</b> <input type="text" value="Not Available"/> |  |                                    |  |                                    |  | <b>Size Category 4:</b> <input type="text" value="3.69"/> |  |  |  |  |  |
|  |  |                                     |  |                                     |  |   |  |                                    |  |                                    |  | <b>Mission 3:</b> <input type="text" value="3.80"/>       |  |  |  |  |  |
| <b>Response:</b>   |  | Strongly Agree                      |  | Agree                               |  | Neutral   |  | Disagree                           |  | Strongly Disagree                  |  | Don't Know/Not Applicable                                 |  |  |  |  |  |
| <b>Frequency:</b>  |  | <input type="text" value="70"/>     |  | <input type="text" value="134"/>    |  | <input type="text" value="61"/>                               |  | <input type="text" value="25"/>    |  | <input type="text" value="9"/>     |  | <input type="text" value="5"/>                            |  |  |  |  |  |
| <b>Percentage:</b>   |  | <input type="text" value="23.03%"/> |  | <input type="text" value="44.08%"/> |  | <input type="text" value="20.07%"/>                           |  | <input type="text" value="8.22%"/> |  | <input type="text" value="2.96%"/> |  | <input type="text" value="1.64%"/>                        |  |  |  |  |  |

# Primary Items

## 53. Every employee is valued.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.01</b> | 2014 Score: | 3.89          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.83        | 2012 Score: | Not Available | All Respondents:          | 3.53                      |
| Number of Respondents: |                | 303         | 2010 Score: | Not Available | Size Category 4:          | 3.50                      |
|                        |                |             |             |               | Mission 3:                | 3.68                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 86             | 150         | 38          | 22            | 6                         | 1                         |
| Percentage:            | 28.38%         | 49.50%      | 12.54%      | 7.26%         | 1.98%                     | 0.33%                     |

## 54. I believe I have a career with this institution.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.31</b> | 2014 Score: | 4.22          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.62        | 2012 Score: | Not Available | All Respondents:          | 3.82                      |
| Number of Respondents: |                | 303         | 2010 Score: | Not Available | Size Category 4:          | 3.86                      |
|                        |                |             |             |               | Mission 3:                | 3.92                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 127            | 133         | 33          | 5             | 3                         | 2                         |
| Percentage:            | 41.91%         | 43.89%      | 10.89%      | 1.65%         | 0.99%                     | 0.66%                     |

## 55. I have access to information about job opportunities, conferences, workshops, and training.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.25</b> | 2014 Score: | 4.21          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.56        | 2012 Score: | Not Available | All Respondents:          | 3.87                      |
| Number of Respondents: |                | 302         | 2010 Score: | Not Available | Size Category 4:          | 3.90                      |
|                        |                |             |             |               | Mission 3:                | 3.99                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 109            | 149         | 32          | 8             | 2                         | 2                         |
| Percentage:            | 36.09%         | 49.34%      | 10.60%      | 2.65%         | 0.66%                     | 0.66%                     |

## 56. Learning opportunities/training are made available to me so that I can do my job better.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.15</b> | 2014 Score: | 4.14          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.68        | 2012 Score: | Not Available | All Respondents:          | 3.73                      |
| Number of Respondents: |                | 303         | 2010 Score: | Not Available | Size Category 4:          | 3.77                      |
|                        |                |             |             |               | Mission 3:                | 3.96                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 95             | 160         | 29          | 16            | 2                         | 1                         |
| Percentage:            | 31.35%         | 52.81%      | 9.57%       | 5.28%         | 0.66%                     | 0.33%                     |

## Primary Items

### 57. Learning opportunities/training are made available to me for professional growth/skills development.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.17</b> | 2014 Score: | 4.11          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.57        | 2012 Score: | Not Available | All Respondents:          | 3.56                      |
| Number of Respondents: |                | 300         | 2010 Score: | Not Available | Size Category 4:          | 3.62                      |
|                        |                |             |             |               | Mission 3:                | 3.84                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 95             | 151         | 33          | 17            | 2                         | 2                         |
| Percentage:            | 31.67%         | 50.33%      | 11.00%      | 5.67%         | 0.67%                     | 0.67%                     |

### 58. Our administration effectively communicates important information.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.17</b> | 2014 Score: | 4.02          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.60        | 2012 Score: | Not Available | All Respondents:          | 3.54                      |
| Number of Respondents: |                | 301         | 2010 Score: | Not Available | Size Category 4:          | 3.46                      |
|                        |                |             |             |               | Mission 3:                | 3.55                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 96             | 155         | 32          | 14            | 3                         | 1                         |
| Percentage:            | 31.89%         | 51.50%      | 10.63%      | 4.65%         | 1.00%                     | 0.33%                     |

### 59. Our administration tries to be accessible and visible.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.13</b> | 2014 Score: | 4.05          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.73        | 2012 Score: | Not Available | All Respondents:          | 3.68                      |
| Number of Respondents: |                | 303         | 2010 Score: | Not Available | Size Category 4:          | 3.55                      |
|                        |                |             |             |               | Mission 3:                | 3.64                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 97             | 156         | 31          | 14            | 5                         | 0                         |
| Percentage:            | 32.01%         | 51.49%      | 10.23%      | 4.62%         | 1.65%                     | Not Available             |

### 60. I believe we will use the information from this survey to improve our performance.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>3.95</b> | 2014 Score: | 3.74          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    |                | 0.83        | 2012 Score: | Not Available | All Respondents:          | 3.48                      |
| Number of Respondents: |                | 303         | 2010 Score: | Not Available | Size Category 4:          | 3.47                      |
|                        |                |             |             |               | Mission 3:                | 3.50                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 82             | 140         | 54          | 22            | 5                         | 0                         |
| Percentage:            | 27.06%         | 46.20%      | 17.82%      | 7.26%         | 1.65%                     | Not Available             |

## Primary Items

### 61. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.

|                        |                | Current Benchmarks |               |                  |                   |                           |
|------------------------|----------------|--------------------|---------------|------------------|-------------------|---------------------------|
| Current Score:         | 3.27           | 2014 Score:        | 3.22          | All Respondents: | 3.37              |                           |
| Standard Deviation:    | 1.26           | 2012 Score:        | Not Available | Size Category 4: | 3.31              |                           |
| Number of Respondents: | 303            | 2010 Score:        | Not Available | Mission 3:       | 3.46              |                           |
| Response:              | Strongly Agree | Agree              | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |
| Frequency:             | 48             | 91                 | 64            | 36               | 44                | 20                        |
| Percentage:            | 15.84%         | 30.03%             | 21.12%        | 11.88%           | 14.52%            | 6.60%                     |

### 62. My ideas and opinions count at work.

|                        |                | Current Benchmarks |               |                  |                   |                           |
|------------------------|----------------|--------------------|---------------|------------------|-------------------|---------------------------|
| Current Score:         | 3.99           | 2014 Score:        | 3.78          | All Respondents: | 3.62              |                           |
| Standard Deviation:    | 0.73           | 2012 Score:        | Not Available | Size Category 4: | 3.64              |                           |
| Number of Respondents: | 301            | 2010 Score:        | Not Available | Mission 3:       | 3.81              |                           |
| Response:              | Strongly Agree | Agree              | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |
| Frequency:             | 79             | 144                | 54            | 18               | 5                 | 1                         |
| Percentage:            | 26.25%         | 47.84%             | 17.94%        | 5.98%            | 1.66%             | 0.33%                     |

### 63. In my workplace, I believe people generally are treated fairly (i.e. without favoritism).

|                        |                | Current Benchmarks |               |                  |                   |                           |
|------------------------|----------------|--------------------|---------------|------------------|-------------------|---------------------------|
| Current Score:         | 3.81           | 2014 Score:        | 3.68          | All Respondents: | 3.34              |                           |
| Standard Deviation:    | 0.92           | 2012 Score:        | Not Available | Size Category 4: | 3.36              |                           |
| Number of Respondents: | 303            | 2010 Score:        | Not Available | Mission 3:       | 3.60              |                           |
| Response:              | Strongly Agree | Agree              | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |
| Frequency:             | 66             | 148                | 46            | 33               | 9                 | 1                         |
| Percentage:            | 21.78%         | 48.84%             | 15.18%        | 10.89%           | 2.97%             | 0.33%                     |

### 64. My performance is evaluated fairly.

|                        |                | Current Benchmarks |               |                  |                   |                           |
|------------------------|----------------|--------------------|---------------|------------------|-------------------|---------------------------|
| Current Score:         | 4.04           | 2014 Score:        | 3.91          | All Respondents: | 3.80              |                           |
| Standard Deviation:    | 0.70           | 2012 Score:        | Not Available | Size Category 4: | 3.81              |                           |
| Number of Respondents: | 303            | 2010 Score:        | Not Available | Mission 3:       | 3.93              |                           |
| Response:              | Strongly Agree | Agree              | Neutral       | Disagree         | Strongly Disagree | Don't Know/Not Applicable |
| Frequency:             | 74             | 169                | 37            | 13               | 5                 | 5                         |
| Percentage:            | 24.42%         | 55.78%             | 12.21%        | 4.29%            | 1.65%             | 1.65%                     |

## Primary Items

**65. I am confident that if I report an ethics violation, it will be properly handled.**

|                                   |  |                |  |        |  |                           |  |          |  |                   |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.11</b> |  |                |  |        |  | <b>2014 Score:</b> 4.04   |  |          |  |                   |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.79          |  |                |  |        |  | 2012 Score: Not Available |  |          |  |                   |  | All Respondents: 3.83     |  |  |  |  |  |
| Number of Respondents: 304        |  |                |  |        |  | 2010 Score: Not Available |  |          |  |                   |  | Size Category 4: 3.83     |  |  |  |  |  |
|                                   |  |                |  |        |  |                           |  |          |  |                   |  | Mission 3: 3.94           |  |  |  |  |  |
| Response:                         |  | Strongly Agree |  | Agree  |  | Neutral                   |  | Disagree |  | Strongly Disagree |  | Don't Know/Not Applicable |  |  |  |  |  |
| Frequency:                        |  | 97             |  | 151    |  | 32                        |  | 15       |  | 5                 |  | 4                         |  |  |  |  |  |
| Percentage:                       |  | 31.91%         |  | 49.67% |  | 10.53%                    |  | 4.93%    |  | 1.64%             |  | 1.32%                     |  |  |  |  |  |

**66. Employees are generally ethical in my workplace.**

|                                   |  |                |  |        |  |                           |  |          |  |                   |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.36</b> |  |                |  |        |  | <b>2014 Score:</b> 4.28   |  |          |  |                   |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.42          |  |                |  |        |  | 2012 Score: Not Available |  |          |  |                   |  | All Respondents: 4.01     |  |  |  |  |  |
| Number of Respondents: 302        |  |                |  |        |  | 2010 Score: Not Available |  |          |  |                   |  | Size Category 4: 4.04     |  |  |  |  |  |
|                                   |  |                |  |        |  |                           |  |          |  |                   |  | Mission 3: 4.13           |  |  |  |  |  |
| Response:                         |  | Strongly Agree |  | Agree  |  | Neutral                   |  | Disagree |  | Strongly Disagree |  | Don't Know/Not Applicable |  |  |  |  |  |
| Frequency:                        |  | 121            |  | 154    |  | 21                        |  | 5        |  | 1                 |  | 0                         |  |  |  |  |  |
| Percentage:                       |  | 40.07%         |  | 50.99% |  | 6.95%                     |  | 1.66%    |  | 0.33%             |  | Not Available             |  |  |  |  |  |

**67. Harassment is not tolerated at my workplace.**

|                                   |  |                |  |        |  |                           |  |          |  |                   |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.37</b> |  |                |  |        |  | <b>2014 Score:</b> 4.32   |  |          |  |                   |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.58          |  |                |  |        |  | 2012 Score: Not Available |  |          |  |                   |  | All Respondents: 4.11     |  |  |  |  |  |
| Number of Respondents: 303        |  |                |  |        |  | 2010 Score: Not Available |  |          |  |                   |  | Size Category 4: 4.15     |  |  |  |  |  |
|                                   |  |                |  |        |  |                           |  |          |  |                   |  | Mission 3: 4.26           |  |  |  |  |  |
| Response:                         |  | Strongly Agree |  | Agree  |  | Neutral                   |  | Disagree |  | Strongly Disagree |  | Don't Know/Not Applicable |  |  |  |  |  |
| Frequency:                        |  | 132            |  | 144    |  | 16                        |  | 7        |  | 3                 |  | 1                         |  |  |  |  |  |
| Percentage:                       |  | 43.56%         |  | 47.52% |  | 5.28%                     |  | 2.31%    |  | 0.99%             |  | 0.33%                     |  |  |  |  |  |

**68. Within my workplace, there is a feeling of community among employees.**

|                                   |  |                |  |        |  |                           |  |          |  |                   |  |                           |  |  |  |  |  |
|-----------------------------------|--|----------------|--|--------|--|---------------------------|--|----------|--|-------------------|--|---------------------------|--|--|--|--|--|
| <b>Current Score:</b> <b>4.18</b> |  |                |  |        |  | <b>2014 Score:</b> 4.07   |  |          |  |                   |  | <b>Current Benchmarks</b> |  |  |  |  |  |
| Standard Deviation: 0.68          |  |                |  |        |  | 2012 Score: Not Available |  |          |  |                   |  | All Respondents: 3.68     |  |  |  |  |  |
| Number of Respondents: 303        |  |                |  |        |  | 2010 Score: Not Available |  |          |  |                   |  | Size Category 4: 3.76     |  |  |  |  |  |
|                                   |  |                |  |        |  |                           |  |          |  |                   |  | Mission 3: 3.94           |  |  |  |  |  |
| Response:                         |  | Strongly Agree |  | Agree  |  | Neutral                   |  | Disagree |  | Strongly Disagree |  | Don't Know/Not Applicable |  |  |  |  |  |
| Frequency:                        |  | 104            |  | 151    |  | 33                        |  | 10       |  | 4                 |  | 1                         |  |  |  |  |  |
| Percentage:                       |  | 34.32%         |  | 49.83% |  | 10.89%                    |  | 3.30%    |  | 1.32%             |  | 0.33%                     |  |  |  |  |  |

# Primary Items

## 69. Benefits are comparable to those offered in similar jobs.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.20</b> | 2014 Score: | 4.19          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.66           |             | 2012 Score: | Not Available | All Respondents:          | 3.66                      |
| Number of Respondents: | 303            |             | 2010 Score: | Not Available | Size Category 4:          | 3.68                      |
|                        |                |             |             |               | Mission 3:                | 3.80                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 105            | 150         | 33          | 10            | 3                         | 2                         |
| Percentage:            | 34.65%         | 49.50%      | 10.89%      | 3.30%         | 0.99%                     | 0.66%                     |

## 70. I understand my benefits plan.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.34</b> | 2014 Score: | 4.32          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.43           |             | 2012 Score: | Not Available | All Respondents:          | 4.01                      |
| Number of Respondents: | 304            |             | 2010 Score: | Not Available | Size Category 4:          | 4.03                      |
|                        |                |             |             |               | Mission 3:                | 4.06                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 112            | 172         | 15          | 3             | 0                         | 2                         |
| Percentage:            | 36.84%         | 56.58%      | 4.93%       | 0.99%         | Not Available             | 0.66%                     |

## 71. Benefits can be selected to meet individual needs.

|                        |                |             |             |               |                           |                           |
|------------------------|----------------|-------------|-------------|---------------|---------------------------|---------------------------|
| <b>Current Score:</b>  |                | <b>4.20</b> | 2014 Score: | 4.23          | <b>Current Benchmarks</b> |                           |
| Standard Deviation:    | 0.63           |             | 2012 Score: | Not Available | All Respondents:          | 3.86                      |
| Number of Respondents: | 305            |             | 2010 Score: | Not Available | Size Category 4:          | 3.85                      |
|                        |                |             |             |               | Mission 3:                | 3.88                      |
| Response:              | Strongly Agree | Agree       | Neutral     | Disagree      | Strongly Disagree         | Don't Know/Not Applicable |
| Frequency:             | 94             | 173         | 25          | 6             | 2                         | 5                         |
| Percentage:            | 30.82%         | 56.72%      | 8.20%       | 1.97%         | 0.66%                     | 1.64%                     |

# Survey Constructs and Related Items

## Dimension 1: Work Group

| <b>Supervision</b>   | <b>Construct Score = 417</b> | <b>Avg</b> | <b>S.D.</b> |
|--|------------------------------|------------|-------------|
| 11: I have a clear understanding about my work responsibilities.                       |                              | 4.44       | 0.55        |
| 12: My supervisor gives me specific feedback about my performance.                     |                              | 4.08       | 0.94        |
| 13: My supervisor recognizes outstanding work.   |                              | 4.11       | 0.82        |
| 14: My supervisor gives me the opportunity to do my best work.                         |                              | 4.21       | 0.72        |
| 15: My supervisor is consistent when administering policies concerning employees.      |                              | 4.02       | 0.93        |
| <b>Team</b>  | <b>Construct Score = 412</b> | <b>Avg</b> | <b>S.D.</b> |
| 1: People in my work group cooperate to get the job done.                              |                              | 4.36       | 0.71        |
| 2: My work group is actively involved in making work processes more effective.         |                              | 4.22       | 0.81        |
| 3: There is a real feeling of teamwork.  |                              | 4.14       | 0.86        |
| 4: In my work group, I have an opportunity to participate in the goal setting process. |                              | 4.12       | 0.77        |
| 5: Work groups are trained to incorporate the opinions of each member.                 |                              | 3.77       | 0.92        |
| <b>Quality</b>   | <b>Construct Score = 414</b> | <b>Avg</b> | <b>S.D.</b> |
| 20: My work group uses the feedback from those we serve when making decisions.         |                              | 4.19       | 0.64        |
| 21: My work group regularly uses performance data to improve the quality of our work.  |                              | 3.85       | 0.82        |
| 22: My work group's goals are consistently met or exceeded.                            |                              | 4.11       | 0.47        |
| 23: Our institution is known for the quality of service we provide.                    |                              | 4.39       | 0.36        |



# Survey Constructs and Related Items

## Dimension 2: Accommodations

| <b>Pay</b>  | <b>Construct Score = 333</b> | <b>Avg</b> | <b>S.D.</b> |
|---|------------------------------|------------|-------------|
| 24: My pay keeps pace with the cost of living.  |                              | 3.33       | 0.98        |
| 25: Salaries are competitive with similar jobs in the community or comparable institutions. |                              | 3.25       | 1.04        |
| 26: I feel I am paid fairly for the work I do.  |                              | 3.41       | 0.94        |
| <b>Benefits</b>   | <b>Construct Score = 425</b> | <b>Avg</b> | <b>S.D.</b> |
| 69: Benefits are comparable to those offered in similar jobs.                               |                              | 4.20       | 0.66        |
| 70: I understand my benefits plan.  |                              | 4.34       | 0.43        |
| 71: Benefits can be selected to meet individual needs.                                      |                              | 4.20       | 0.63        |
| <b>Physical Environment</b>   | <b>Construct Score = 425</b> | <b>Avg</b> | <b>S.D.</b> |
| 40: Given the type of work I do, my physical workplace meets my needs.                      |                              | 4.17       | 0.71        |
| 41: My workplace is well maintained.  |                              | 4.27       | 0.65        |
| 42: There are sufficient procedures to ensure the safety of employees in the workplace.     |                              | 4.38       | 0.13        |
| 43: I have adequate resources and equipment to do my job.                                   |                              | 4.17       | 0.67        |

# Survey Constructs and Related Items

## Dimension 3: Organization

| <b>Strategic</b>   | <b>Construct Score = 431</b> | <b>Avg</b> | <b>S.D.</b> |
|--|------------------------------|------------|-------------|
| 16: I have a good understanding of our mission, vision, and strategic plan.                  |                              | 4.56       | 0.24        |
| 17: I understand the state, local, national, and global issues that impact the organization. |                              | 4.06       | 0.68        |
| 18: We work well with other parts of the institution.  |                              | 4.19       | 0.65        |
| 19: We develop services to meet the needs of those we serve.                                 |                              | 4.41       | 0.34        |
| <b>Diversity</b>   | <b>Construct Score = 395</b> | <b>Avg</b> | <b>S.D.</b> |
| 50: An effort is made to get the opinions of people throughout the organization.             |                              | 3.74       | 0.95        |
| 51: The people I work with treat each other with respect.                                    |                              | 4.24       | 0.63        |
| 52: My institution works to attract, develop, and retain people with diverse backgrounds.    |                              | 3.81       | 0.93        |
| 53: Every employee is valued.  |                              | 4.01       | 0.83        |

# Survey Constructs and Related Items

## Dimension 4: Information

| <b>Information Systems</b>   | <b>Construct Score = 401</b> | <b>Avg</b> | <b>S.D.</b> |
|--|------------------------------|------------|-------------|
| 6: My work group uses the latest technology to communicate and interact.                                 |                              | 3.89       | 0.80        |
| 7: The information available from our computer systems is reliable.                                      |                              | 4.06       | 0.73        |
| 8: Overall, our computer information systems present information in an understandable way.               |                              | 4.06       | 0.70        |
| 9: Our computer systems enable me to easily and quickly find the information I need.                     |                              | 3.95       | 0.76        |
| 10: Information systems are in place and accessible for me to get my job done.                           |                              | 4.09       | 0.70        |
| <b>Internal Communication</b>  | <b>Construct Score = 385</b> | <b>Avg</b> | <b>S.D.</b> |
| 32: I feel the communication channels I must go through at work are reasonable.                          |                              | 4.03       | 0.81        |
| 33: My work atmosphere encourages open and honest communication.   |                              | 3.85       | 0.95        |
| 34: Overall within the groups I work, there is good communication.                                       |                              | 3.89       | 0.86        |
| 35: The right information gets to the right people at the right time.                                    |                              | 3.63       | 0.85        |
| <b>External Communication</b>  | <b>Construct Score = 407</b> | <b>Avg</b> | <b>S.D.</b> |
| 36: I believe we communicate our mission effectively to the public.                                      |                              | 4.20       | 0.55        |
| 37: Our institution communicates well with our governing bodies (i.e. the board, the legislature, etc.). |                              | 4.01       | 0.59        |
| 38: My institution shares appropriate information with the public.                                       |                              | 4.09       | 0.50        |
| 39: We communicate effectively with other parts of the institution.                                      |                              | 3.97       | 0.54        |

# Survey Constructs and Related Items

## Dimension 5: Personal

| <b>Employee Engagement</b>   | <b>Construct Score = 413</b> | <b>Avg</b> | <b>S.D.</b> |
|--|------------------------------|------------|-------------|
| 44: The people I work with care about my personal well-being.  |                              | 4.42       | 0.45        |
| 45: I am encouraged to come up with ways to improve our services.  |                              | 4.26       | 0.50        |
| 46: I know how my work impacts others in the organization.   |                              | 4.28       | 0.28        |
| 47: I am encouraged to learn from my mistakes.   |                              | 4.19       | 0.59        |
| 48: There is a basic trust among employees and supervisors.  |                              | 3.84       | 1.00        |
| 49: When possible, decision making and control are given to employees doing the actual work.             |                              | 3.79       | 0.94        |
| <b>Employee Development</b>  | <b>Construct Score = 422</b> | <b>Avg</b> | <b>S.D.</b> |
| 54: I believe I have a career with this institution.   |                              | 4.31       | 0.62        |
| 55: I have access to information about job opportunities, conferences, workshops, and training.          |                              | 4.25       | 0.56        |
| 56: Learning opportunities/training are made available to me so that I can do my job better.             |                              | 4.15       | 0.68        |
| 57: Learning opportunities/training are made available to me for professional growth/skills development. |                              | 4.17       | 0.57        |
| <b>Job Satisfaction</b>  | <b>Construct Score = 408</b> | <b>Avg</b> | <b>S.D.</b> |
| 27: My job meets my expectations.  |                              | 4.02       | 0.58        |
| 28: My work environment supports a balance between work and personal life.                               |                              | 3.87       | 0.99        |
| 29: I feel my efforts count.   |                              | 4.21       | 0.50        |
| 30: The amount of work I am asked to do is reasonable.   |                              | 3.79       | 0.97        |
| 31: I feel a sense of pride when I tell people where I work.   |                              | 4.51       | 0.49        |

## Survey Climate Areas and Related Items

| <b>Climate/Atmosphere</b>   | <b>Construct Score = 428</b> | <b>Avg</b> | <b>S.D.</b> |
|---|------------------------------|------------|-------------|
| 67: Harassment is not tolerated at my workplace.  |                              | 4.37       | 0.58        |
| 68: Within my workplace, there is a feeling of community among employees.                         |                              | 4.18       | 0.68        |
| <b>Climate/Ethics</b>   | <b>Construct Score = 424</b> | <b>Avg</b> | <b>S.D.</b> |
| 65: I am confident that if I report an ethics violation, it will be properly handled.             |                              | 4.11       | 0.79        |
| 66: Employees are generally ethical in my workplace.  |                              | 4.36       | 0.42        |
| <b>Climate/Fairness</b>   | <b>Construct Score = 393</b> | <b>Avg</b> | <b>S.D.</b> |
| 63: In my workplace, I believe people generally are treated fairly (i.e. without favoritism).     |                              | 3.81       | 0.92        |
| 64: My performance is evaluated fairly.   |                              | 4.04       | 0.70        |
| <b>Climate/Feedback</b>   | <b>Construct Score = 374</b> | <b>Avg</b> | <b>S.D.</b> |
| 60: I believe we will use the information from this survey to improve our performance.            |                              | 3.95       | 0.83        |
| 61: I am satisfied with the opportunities I have to give feedback on my supervisor's performance. |                              | 3.27       | 1.26        |
| 62: My ideas and opinions count at work.  |                              | 3.99       | 0.73        |
| <b>Climate/Management</b>   | <b>Construct Score = 415</b> | <b>Avg</b> | <b>S.D.</b> |
| 58: Our administration effectively communicates important information.                            |                              | 4.17       | 0.60        |
| 59: Our administration tries to be accessible and visible.  |                              | 4.13       | 0.73        |