

2008 Staff Advisory Council (SAC) Survey Results

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Summary:

During the first two weeks of December 2008, Macalester's Staff Advisory Council (SAC) surveyed all Macalester staff employees. Each staff member received a copy of the 2008 survey, administered through Survey Monkey. A complete version of the survey can be found in Appendix A.

Through the survey, SAC wished to:

- a) Gain insights from the community to help shape our direction and initiatives
- b) Inform senior staff of data and trends gathered from the survey.

While much has changed in the world and at Macalester since the time this survey was administered, we believe its results are still relevant. We believe the results can serve as a useful tool for senior staff, supervisors, and all employees, as a way to celebrate what makes Macalester a special working environment, as well as where we can all improve.

What we report in these pages is by no means comprehensive. We also fully anticipate that many in the college will interpret the survey's results differently. While we recognize that, we wish to highlight some of our key findings that can perhaps guide future conversations at the college. To this end we are also releasing all the quantitative data from the survey, in the hopes that all staff will think broadly about issues across campus.

We would like to thank all members of the Macalester community who took the time to complete this survey. Thank you!

Sincerely,

Staff Advisory Council (SAC)

Response Rate:

SAC sent the 2008 survey to all staff employees, with the enticement of a free SAC-sponsored lunch in Café Mac upon completion of the survey. Of the surveys sent, 283 surveys were submitted. Submitted surveys fell into the following five institutional divisions:

283 Total Responses

		% of Total Responses
Academic	81	28.6%
Admissions and Financial Aid	27	9.5%
Advancement	49	17.3%
Finance	56	19.8%
Student Affairs / Athletics	55	19.4%
No Answer	15	5.3%
	283	

Results Summary

Highlights:

- While there are areas where staff feel less satisfied, 87.9 % of all respondents said that they were satisfied or very satisfied with their job overall (Figure 1).
- Staff members responded very highly to the use of the Leonard Center and college facilities (Figure 1).
- 80.1% of respondents feel there is a sense of community at Macalester (Figure 2)
- 87.1% of respondents are satisfied or very satisfied with their interaction with students (Figure 1).
- 89.3% of respondents are satisfied or very satisfied with Macalester's vacation policies (Figure 1).

Challenges:

- Only 27% of respondents reported that they agreed or strongly agreed that they could professionally advance at Macalester (Figure 2).

SAC Recommendation:

While the organizational structure in Higher Ed may inherently place limits on opportunities for advancement, SAC believes the college should investigate and encourage more advancement opportunities. When combined with the low responses found to questions on professional development and the performance review process, it seems apparent that we can do a better job cultivating the professional growth of our employees once hired, thus enhancing the work that we do at Macalester.

- 47.9 % of all staff agreed or strongly agreed that their division is adequately staffed to accomplish departmental goals (Figure 2). Many in divisions across the campus continue to feel overwhelmed by the amount of work to be done in their department.
- At the time of this survey, only 55.7 % of staff agreed or strongly agreed that they are sufficiently compensated for their work (Figure 2).
- Staff in some divisions reported dissatisfaction with their physical work environments.

Differences between Divisions:

- Performance Evaluation Process.

There are divisions where staff members feel the performance review process is inadequate or, in some cases, non-existent. Some staff members believe that their supervisors don't value performance evaluations or that adequate time isn't devoted to them. Staff also questioned whether or not management and supervision is valued within the institutional culture at Macalester.

SAC Recommendation:

SAC believes that all staff benefit from annual performance reviews and recommends that supervisors should be evaluated on their performance review process and yearly implementation by their own supervisors.

- Professional development opportunities are inconsistent.

SAC Recommendation:

Staff members in some divisions reported that professional development opportunities were rare or not supported. Yet staff members believe that professional development will enhance their daily work and help make connections to others in their specific fields. Addressing and resolving this tension would help create a better environment, promoting professional growth. SAC recommends that the college consider allocating more funds to all types of professional development opportunities. Additionally, SAC supports efforts to promote equality of opportunity across the college divisions.

- Communication.

There are divisions that do a better job of promoting communication up-and-down the divisional line. Some staff do not believe that they have the opportunity, power, or right to provide constructive feedback to supervisors.

Figure 1

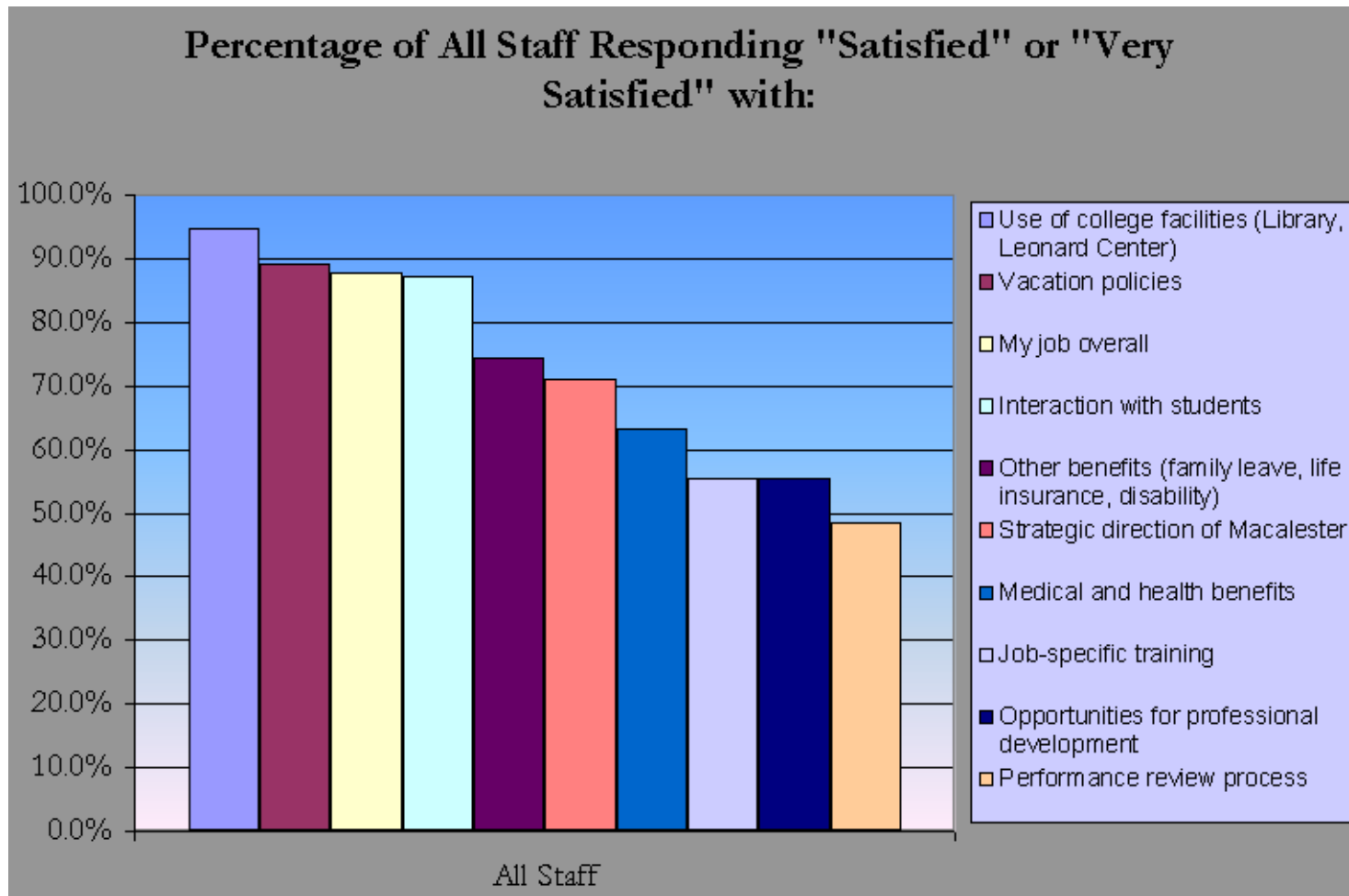
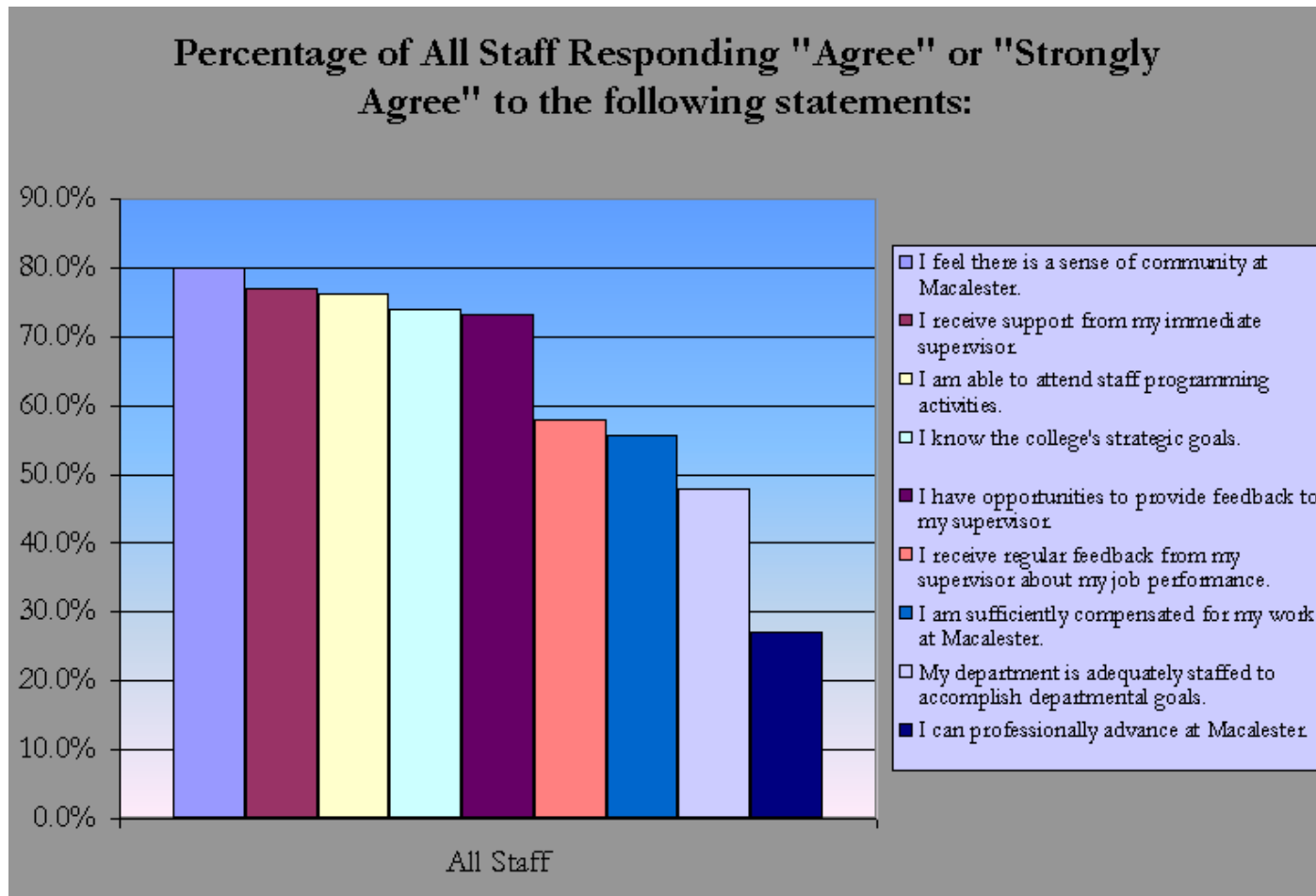


Figure 2



Question: How satisfied or dissatisfied are you with each of the following at Macalester?

Interaction with students

Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	1	7	28	119	126	4.28	4	281
Academic	1	2	2	27	48	4.49	5	80
Admissions & Financial Aid	0	0	5	10	12	4.26	4	27
Advancement	0	4	8	23	14	3.96	4	49
Finance	0	1	11	32	12	3.98	4	56
Student Affairs / Athletics	0	0	1	23	31	4.55	5	55

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	0.4%	2.5%	10.0%	42.3%	44.8%	87.2%	4.28	4	281
Academic	1.3%	2.5%	2.5%	33.8%	60.0%	93.8%	4.49	5	80
Admissions & Financial Aid	0.0%	0.0%	18.5%	37.0%	44.4%	81.5%	4.26	4	27
Advancement	0.0%	8.2%	16.3%	46.9%	28.6%	75.5%	3.96	4	49
Finance	0.0%	1.8%	19.6%	57.1%	21.4%	78.6%	3.98	4	56
Student Affairs / Athletics	0.0%	0.0%	1.8%	41.8%	56.4%	98.2%	4.55	5	55

Job specific training

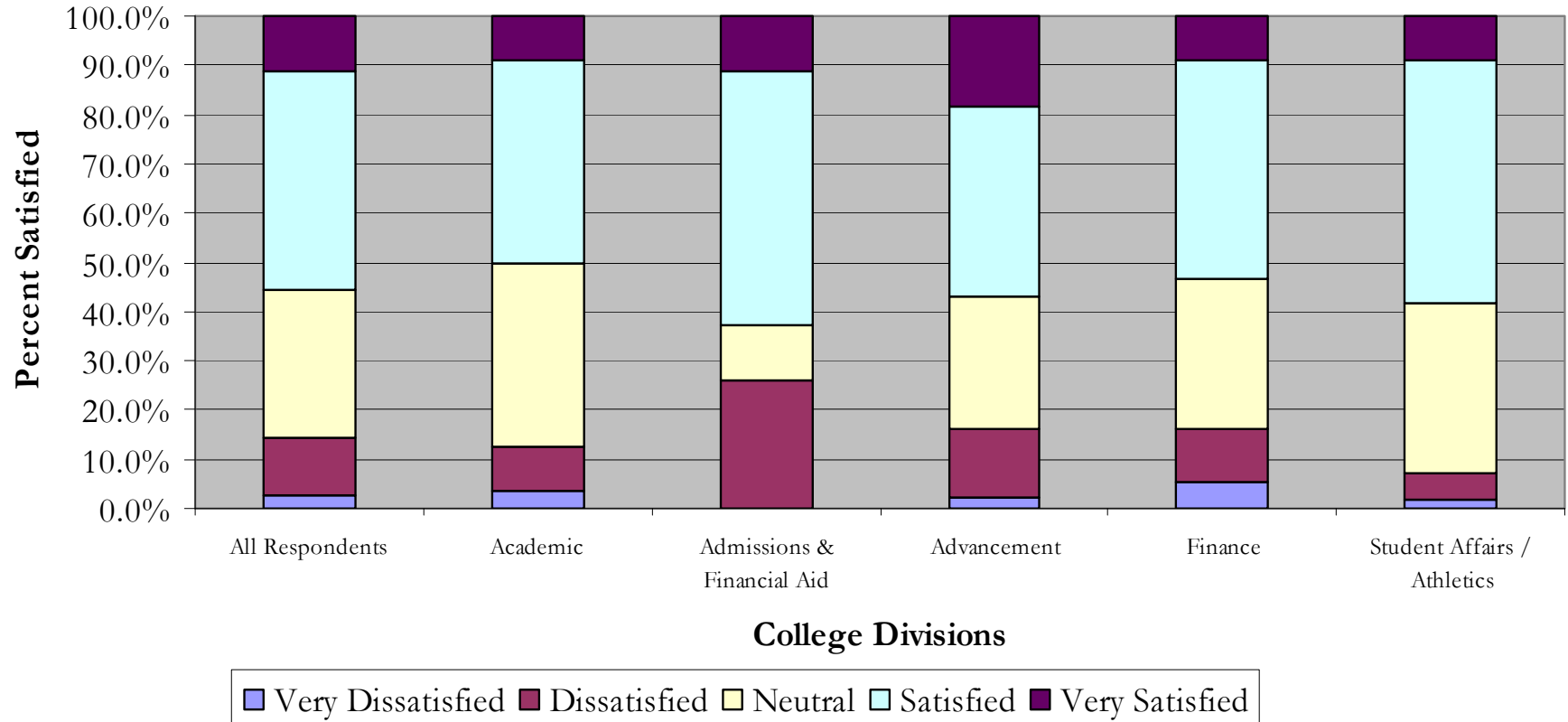
Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	8	32	85	124	32	3.49	4	281
Academic	3	7	30	33	7	3.43	3.5	80
Admissions & Financial Aid	0	7	3	14	3	3.48	4	27
Advancement	1	7	13	19	9	3.57	4	49
Finance	3	6	17	25	5	3.41	4	56
Student Affairs / Athletics	1	3	19	27	5	3.58	4	55

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	2.8%	11.4%	30.2%	44.1%	11.4%	55.5%	3.49	4	281
Academic	3.8%	8.8%	37.5%	41.3%	8.8%	50.0%	3.43	3.5	80
Admissions & Financial Aid	0.0%	25.9%	11.1%	51.9%	11.1%	63.0%	3.48	4	27
Advancement	2.0%	14.3%	26.5%	38.8%	18.4%	57.1%	3.57	4	49
Finance	5.4%	10.7%	30.4%	44.6%	8.9%	53.6%	3.41	4	56
Student Affairs / Athletics	1.8%	5.5%	34.5%	49.1%	9.1%	58.2%	3.58	4	55

Job-Specific Training



Medical and health benefits

Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	9	38	56	142	35	3.55	4	280
Academic	4	11	19	35	10	3.46	4	79
Admissions & Financial Aid	1	6	2	14	4	3.52	4	27
Advancement	1	7	9	25	7	3.61	4	49
Finance	2	7	10	32	5	3.55	4	56
Student Affairs / Athletics	1	5	12	31	6	3.65	4	55

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	3.2%	13.6%	20.0%	50.7%	12.5%	63.2%	3.55	4	280
Academic	5.1%	13.9%	24.1%	44.3%	12.7%	57.0%	3.46	4	79
Admissions & Financial Aid	3.7%	22.2%	7.4%	51.9%	14.8%	66.7%	3.52	4	27
Advancement	2.0%	14.3%	18.4%	51.0%	14.3%	65.3%	3.61	4	49
Finance	3.6%	12.5%	17.9%	57.1%	8.9%	66.1%	3.55	4	56
Student Affairs / Athletics	1.8%	9.1%	21.8%	56.4%	10.9%	67.3%	3.65	4	55

Opportunities for professional development

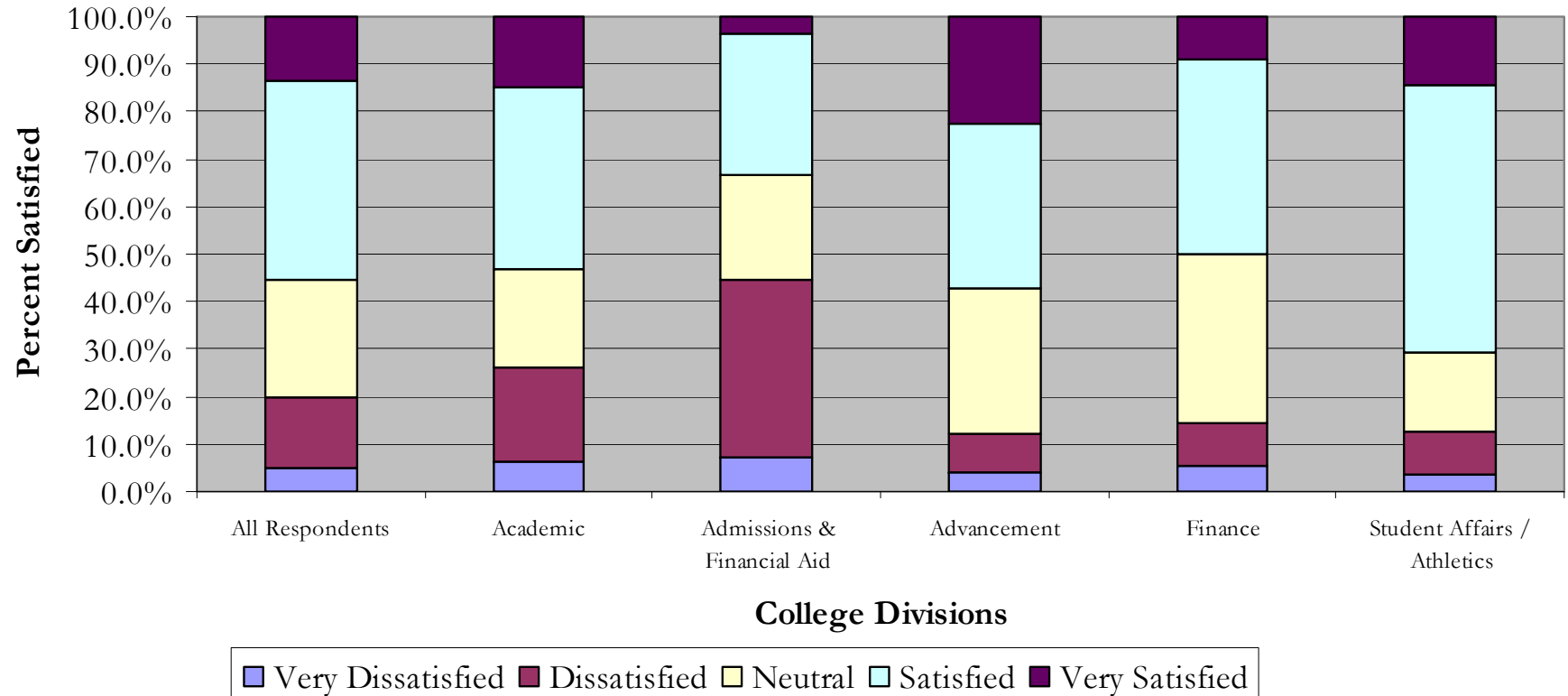
Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	14	42	70	118	38	3.43	4	282
Academic	5	16	17	31	12	3.36	4	81
Admissions & Financial Aid	2	10	6	8	1	2.85	3	27
Advancement	2	4	15	17	11	3.63	4	49
Finance	3	5	20	23	5	3.39	3.5	56
Student Affairs / Athletics	2	5	9	31	8	3.69	4	55

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	5.0%	14.9%	24.8%	41.8%	13.5%	55.3%	3.43	4	282
Academic	6.2%	19.8%	21.0%	38.3%	14.8%	53.1%	3.36	4	81
Admissions & Financial Aid	7.4%	37.0%	22.2%	29.6%	3.7%	33.3%	2.85	3	27
Advancement	4.1%	8.2%	30.6%	34.7%	22.4%	57.1%	3.63	4	49
Finance	5.4%	8.9%	35.7%	41.1%	8.9%	50.0%	3.39	3.5	56
Student Affairs / Athletics	3.6%	9.1%	16.4%	56.4%	14.5%	70.9%	3.69	4	55

Opportunities for Professional Development



Other benefits (family leave, life insurance, disability)

Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	5	13	54	149	59	3.86	4	280
Academic	4	5	19	37	15	3.68	4	80
Admissions & Financial Aid	0	2	4	15	5	3.88	4	26
Advancement	0	2	10	28	9	3.90	4	49
Finance	0	1	6	38	11	4.05	4	56
Student Affairs / Athletics	1	2	13	27	12	3.85	4	55

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	1.8%	4.6%	19.3%	53.2%	21.1%	74.3%	3.86	4	280
Academic	5.0%	6.3%	23.8%	46.3%	18.8%	65.0%	3.68	4	80
Admissions & Financial Aid	0.0%	7.7%	15.4%	57.7%	19.2%	76.9%	3.88	4	26
Advancement	0.0%	4.1%	20.4%	57.1%	18.4%	75.5%	3.90	4	49
Finance	0.0%	1.8%	10.7%	67.9%	19.6%	87.5%	4.05	4	56
Student Affairs / Athletics	1.8%	3.6%	23.6%	49.1%	21.8%	70.9%	3.85	4	55

Performance review process

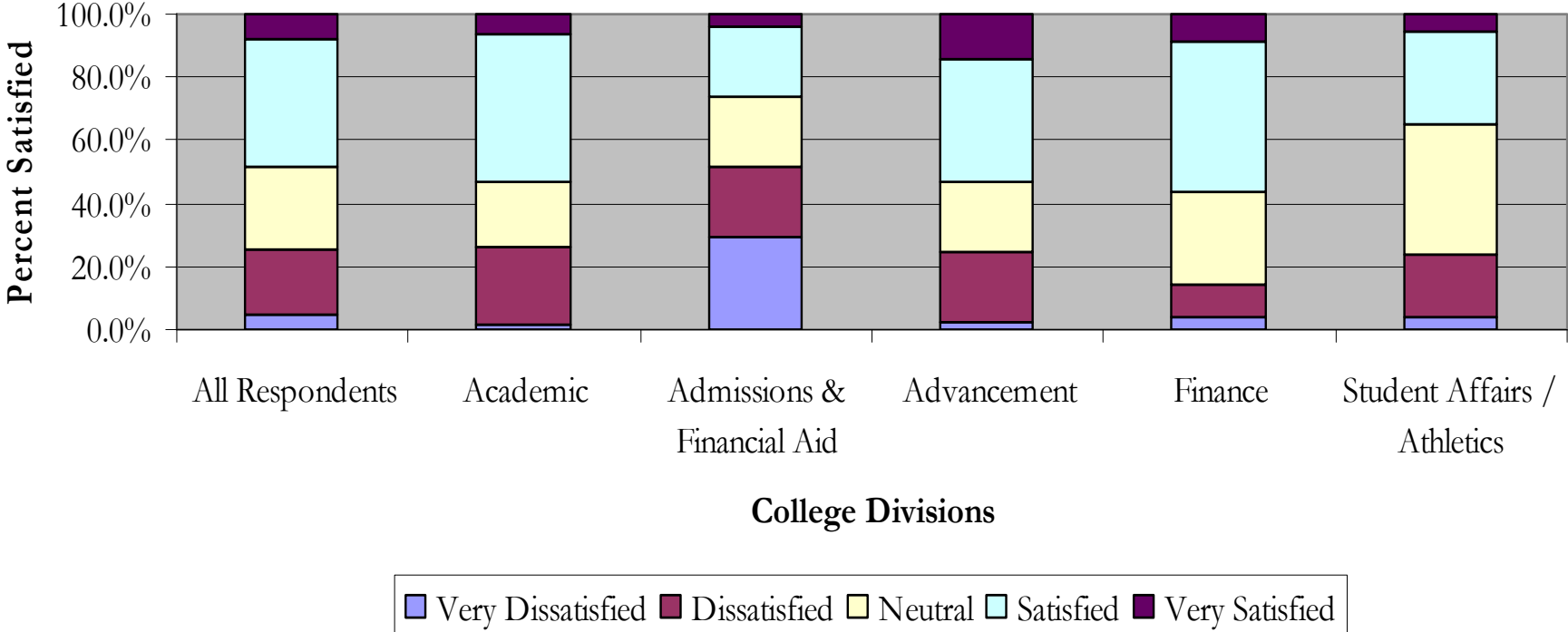
Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	14	56	73	112	23	3.26	3	278
Academic	1	20	16	37	5	3.32	4	79
Admissions & Financial Aid	8	6	6	6	1	2.48	2	27
Advancement	1	11	11	19	7	3.41	4	49
Finance	2	6	16	26	5	3.47	4	55
Student Affairs / Athletics	2	11	22	16	3	3.13	3	54

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	5.0%	20.1%	26.3%	40.3%	8.3%	48.6%	3.26	3	278
Academic	1.3%	25.3%	20.3%	46.8%	6.3%	53.2%	3.32	4	79
Admissions & Financial Aid	29.6%	22.2%	22.2%	22.2%	3.7%	25.9%	2.48	2	27
Advancement	2.0%	22.4%	22.4%	38.8%	14.3%	53.1%	3.41	4	49
Finance	3.6%	10.9%	29.1%	47.3%	9.1%	56.4%	3.47	4	55
Student Affairs / Athletics	3.7%	20.4%	40.7%	29.6%	5.6%	35.2%	3.13	3	54

Performance Review Process



Strategic direction of Macalester

Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	2	12	67	148	50	3.82	4	279
Academic	1	4	22	41	11	3.72	4	79
Admissions & Financial Aid	0	2	9	12	4	3.67	4	27
Advancement	0	2	11	23	13	3.96	4	49
Finance	0	1	12	33	10	3.93	4	56
Student Affairs / Athletics	1	2	12	32	7	3.78	4	54

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	0.7%	4.3%	24.0%	53.0%	17.9%	71.0%	3.82	4	279
Academic	1.3%	5.1%	27.8%	51.9%	13.9%	65.8%	3.72	4	79
Admissions & Financial Aid	0.0%	7.4%	33.3%	44.4%	14.8%	59.3%	3.67	4	27
Advancement	0.0%	4.1%	22.4%	46.9%	26.5%	73.5%	3.96	4	49
Finance	0.0%	1.8%	21.4%	58.9%	17.9%	76.8%	3.93	4	56
Student Affairs / Athletics	1.9%	3.7%	22.2%	59.3%	13.0%	72.2%	3.78	4	54

Use of college facilities (Library, Leonard Center)

Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	0	1	14	110	154	4.48	5	279
Academic	0	0	6	27	45	4.50	5	78
Admissions & Financial Aid	0	0	2	9	16	4.52	5	27
Advancement	0	0	2	19	28	4.53	5	49
Finance	0	0	2	21	33	4.55	5	56
Student Affairs / Athletics	0	1	2	28	24	4.36	4	54

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	0.0%	0.4%	5.0%	39.4%	55.2%	94.6%	4.48	5	279
Academic	0.0%	0.0%	7.7%	34.6%	57.7%	92.3%	4.50	5	78
Admissions & Financial Aid	0.0%	0.0%	7.4%	33.3%	59.3%	92.6%	4.52	5	27
Advancement	0.0%	0.0%	4.1%	38.8%	57.1%	95.9%	4.53	5	49
Finance	0.0%	0.0%	3.6%	37.5%	58.9%	96.4%	4.55	5	56
Student Affairs / Athletics	0.0%	1.9%	3.7%	51.9%	44.4%	96.3%	4.36	4	54

Vacation policies

Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	2	9	19	120	131	4.30	4	281
Academic	0	4	9	36	31	4.18	4	80
Admissions & Financial Aid	1	2	1	8	15	4.26	5	27
Advancement	0	2	4	18	25	4.35	5	49
Finance	1	0	2	22	31	4.46	5	56
Student Affairs / Athletics	0	1	3	30	21	4.29	4	55

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	0.7%	3.2%	6.8%	42.7%	46.6%	89.3%	4.30	4	281
Academic	0.0%	5.0%	11.3%	45.0%	38.8%	83.8%	4.18	4	80
Admissions & Financial Aid	3.7%	7.4%	3.7%	29.6%	55.6%	85.2%	4.26	5	27
Advancement	0.0%	4.1%	8.2%	36.7%	51.0%	87.8%	4.35	5	49
Finance	1.8%	0.0%	3.6%	39.3%	55.4%	94.6%	4.46	5	56
Student Affairs / Athletics	0.0%	1.8%	5.5%	54.5%	38.2%	92.7%	4.29	4	55

My job overall

Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Average	Median	Response Count
All Respondents	0	8	26	154	93	4.17	4	281
Academic	0	1	2	48	29	4.31	4	80
Admissions & Financial Aid	0	0	5	16	6	4.04	4	27
Advancement	0	3	8	24	14	4.00	4	49
Finance	0	3	6	28	19	4.13	4	56
Student Affairs / Athletics	0	1	4	31	19	4.24	4	55

Percent of Total Responses

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	% Sat & VS	Average	Median	Response Count
All Respondents	0.0%	2.8%	9.3%	54.8%	33.1%	87.9%	4.17	4	281
Academic	0.0%	1.3%	2.5%	60.0%	36.3%	96.3%	4.31	4	80
Admissions & Financial Aid	0.0%	0.0%	18.5%	59.3%	22.2%	81.5%	4.04	4	27
Advancement	0.0%	6.1%	16.3%	49.0%	28.6%	77.6%	4.00	4	49
Finance	0.0%	5.4%	10.7%	50.0%	33.9%	83.9%	4.13	4	56
Student Affairs / Athletics	0.0%	1.8%	7.3%	56.4%	34.5%	90.9%	4.24	4	55

Prompt: Please rate each of the statements below.

I am sufficiently compensated for my work at Macalester.

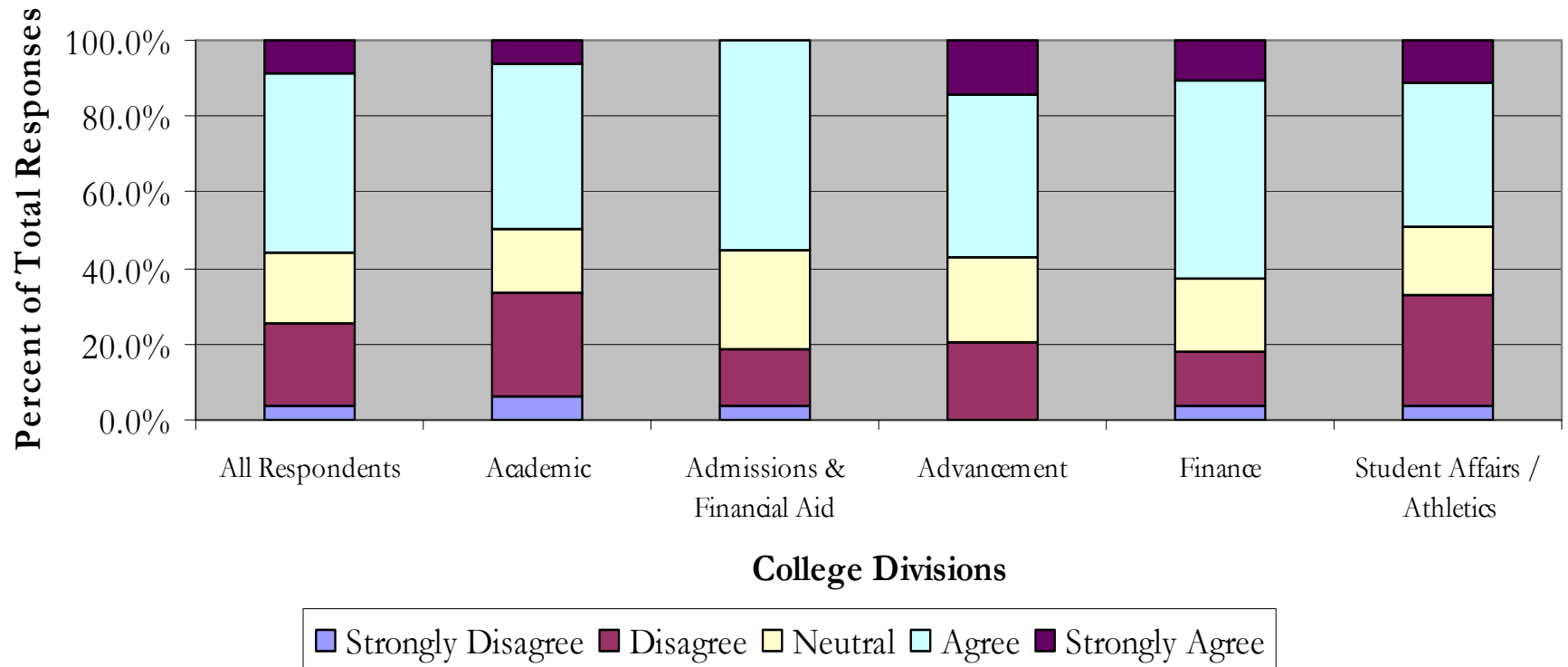
Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average	Median	Response Count
All Respondents	10	62	53	132	25	3.35	4	282
Academic	5	22	14	35	5	3.16	3	81
Admissions & Financial Aid	1	4	7	15	0	3.33	4	27
Advancement	0	10	11	21	7	3.51	4	49
Finance	2	8	11	29	6	3.52	4	56
Student Affairs / Athletics	2	16	10	21	6	3.24	3	55

Percent of Total Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree / SA	Average	Median	Response Count
All Respondents	3.5%	22.0%	18.8%	46.8%	8.9%	55.7%	3.35	4	282
Academic	6.2%	27.2%	17.3%	43.2%	6.2%	49.4%	3.16	3	81
Admissions & Financial Aid	3.7%	14.8%	25.9%	55.6%	0.0%	55.6%	3.33	4	27
Advancement	0.0%	20.4%	22.4%	42.9%	14.3%	57.1%	3.51	4	49
Finance	3.6%	14.3%	19.6%	51.8%	10.7%	62.5%	3.52	4	56
Student Affairs / Athletics	3.6%	29.1%	18.2%	38.2%	10.9%	49.1%	3.24	3	55

I am sufficiently compensated for my work.



My department is adequately staffed to accomplish departmental goals.

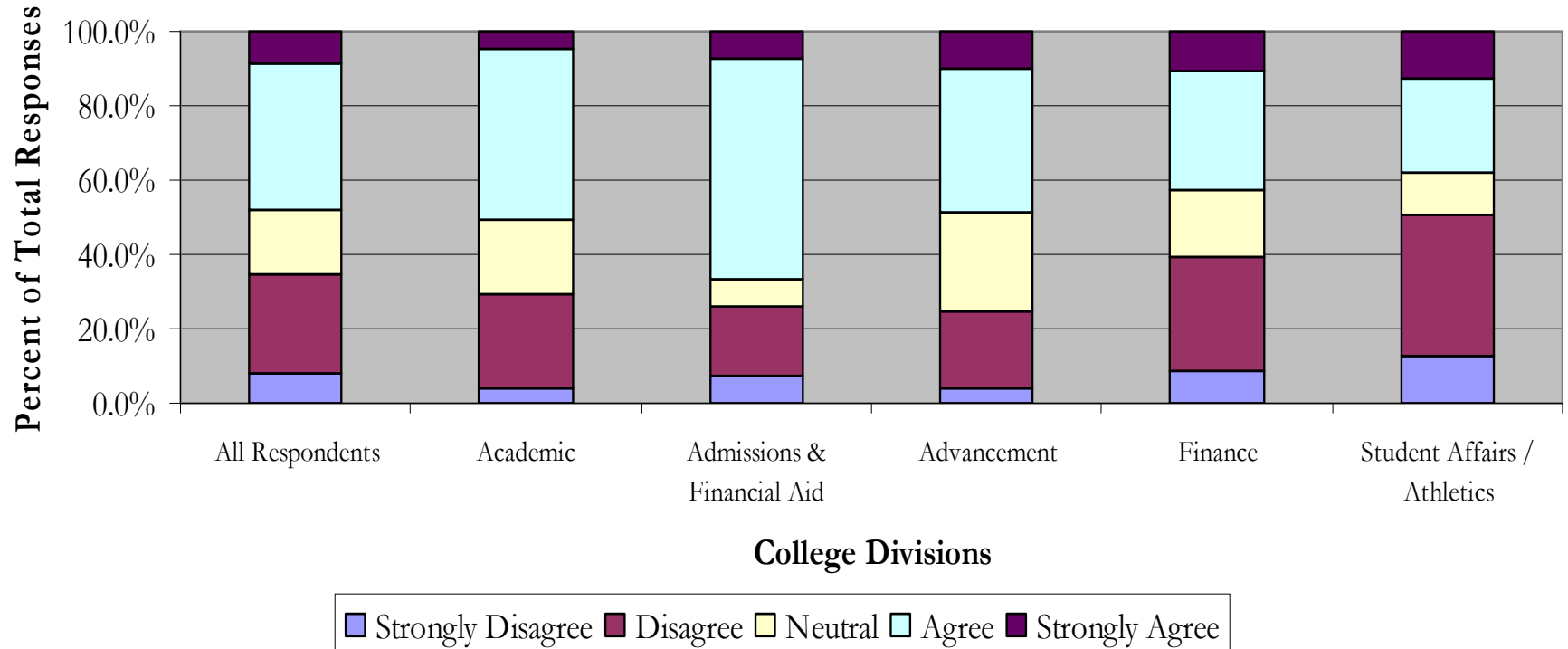
Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average	Median	Response Count
All Respondents	22	76	49	110	25	3.14	3	282
Academic	3	21	16	37	4	3.22	4	81
Admissions & Financial Aid	2	5	2	16	2	3.41	4	27
Advancement	2	10	13	19	5	3.31	3	49
Finance	5	17	10	18	6	3.05	3	56
Student Affairs / Athletics	7	21	6	14	7	2.87	2	55

Percent of Total Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% A/SA	Average	Median	Response Count
All Respondents	7.8%	27.0%	17.4%	39.0%	8.9%	47.9%	3.14	3	282
Academic	3.7%	25.9%	19.8%	45.7%	4.9%	50.6%	3.22	4	81
Admissions & Financial Aid	7.4%	18.5%	7.4%	59.3%	7.4%	66.7%	3.41	4	27
Advancement	4.1%	20.4%	26.5%	38.8%	10.2%	49.0%	3.31	3	49
Finance	8.9%	30.4%	17.9%	32.1%	10.7%	42.9%	3.05	3	56
Student Affairs / Athletics	12.7%	38.2%	10.9%	25.5%	12.7%	38.2%	2.87	2	55

My department is adequately staffed to accomplish departmental goals.



I receive support from my immediate supervisor.

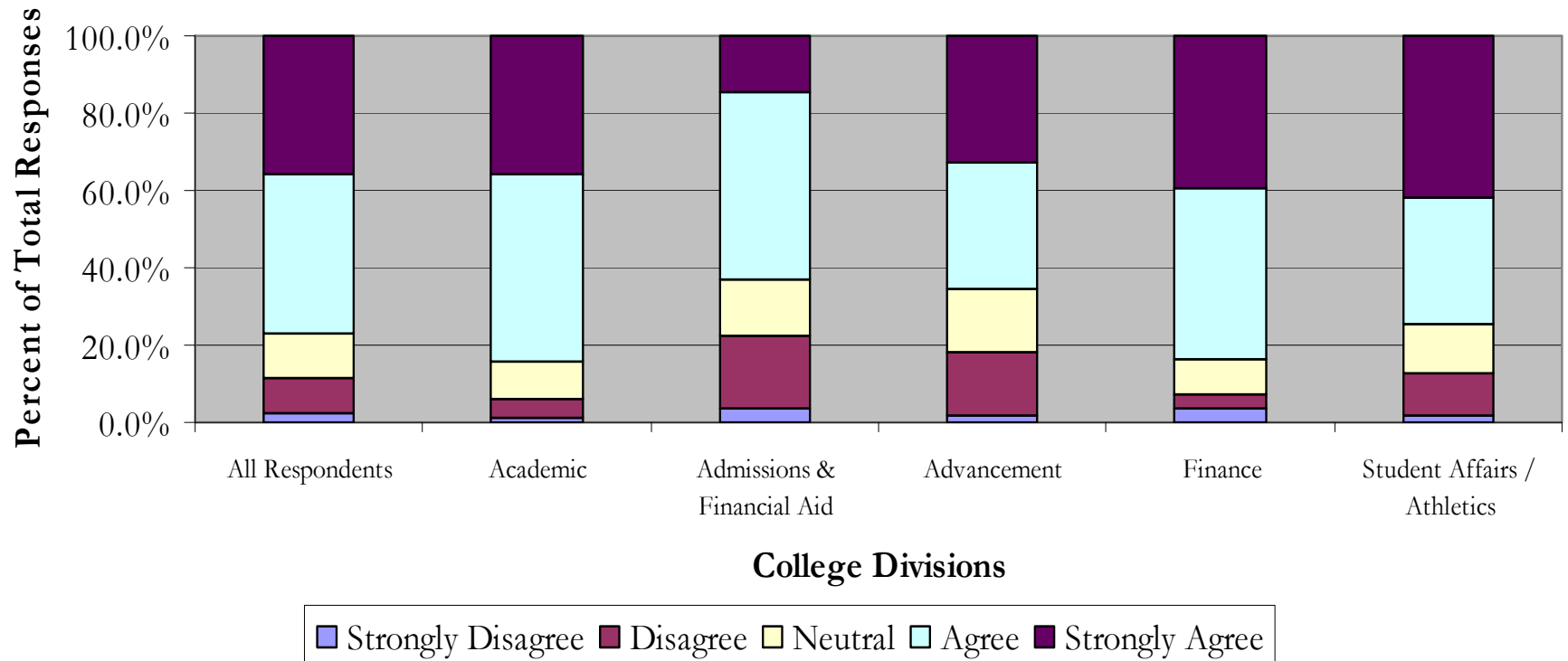
Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average	Median	Response Count
All Respondents	6	26	33	117	100	3.99	4	282
Academic	1	4	8	39	29	4.12	4	81
Admissions & Financial Aid	1	5	4	13	4	3.52	4	27
Advancement	1	8	8	16	16	3.78	4	49
Finance	2	2	5	25	22	4.13	4	56
Student Affairs / Athletics	1	6	7	18	23	4.02	4	55

Percent of Total Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree / SA	Average	Median	Response Count
All Respondents	2.1%	9.2%	11.7%	41.5%	35.5%	77.0%	3.99	4	282
Academic	1.2%	4.9%	9.9%	48.1%	35.8%	84.0%	4.12	4	81
Admissions & Financial Aid	3.7%	18.5%	14.8%	48.1%	14.8%	63.0%	3.52	4	27
Advancement	2.0%	16.3%	16.3%	32.7%	32.7%	65.3%	3.78	4	49
Finance	3.6%	3.6%	8.9%	44.6%	39.3%	83.9%	4.13	4	56
Student Affairs / Athletics	1.8%	10.9%	12.7%	32.7%	41.8%	74.5%	4.02	4	55

I receive support from my immediate supervisor.



I am able to attend staff programming activities.

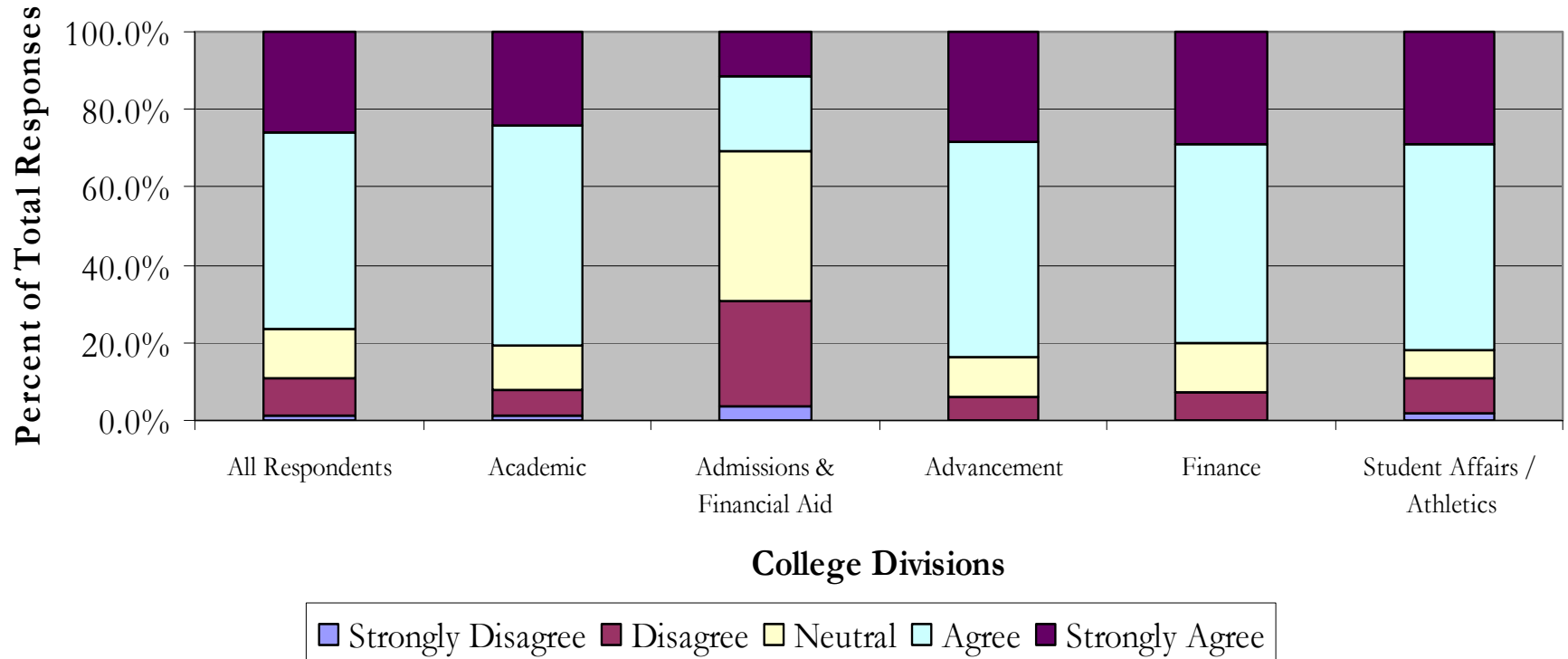
Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average	Median	Response Count
All Respondents	3	27	36	140	72	3.90	4	278
Academic	1	5	9	45	19	3.96	4	79
Admissions & Financial Aid	1	7	10	5	3	3.08	3	26
Advancement	0	3	5	27	14	4.06	4	49
Finance	0	4	7	28	16	4.02	4	55
Student Affairs / Athletics	1	5	4	29	16	3.98	4	55

Percent of Total Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree / SA	Average	Median	Response Count
All Respondents	1.1%	9.7%	12.9%	50.4%	25.9%	76.3%	3.90	4	278
Academic	1.3%	6.3%	11.4%	57.0%	24.1%	81.0%	3.96	4	79
Admissions & Financial Aid	3.8%	26.9%	38.5%	19.2%	11.5%	30.8%	3.08	3	26
Advancement	0.0%	6.1%	10.2%	55.1%	28.6%	83.7%	4.06	4	49
Finance	0.0%	7.3%	12.7%	50.9%	29.1%	80.0%	4.02	4	55
Student Affairs / Athletics	1.8%	9.1%	7.3%	52.7%	29.1%	81.8%	3.98	4	55

I am able to attend staff programming activities.



I receive regular feedback from my supervisor about my job performance.

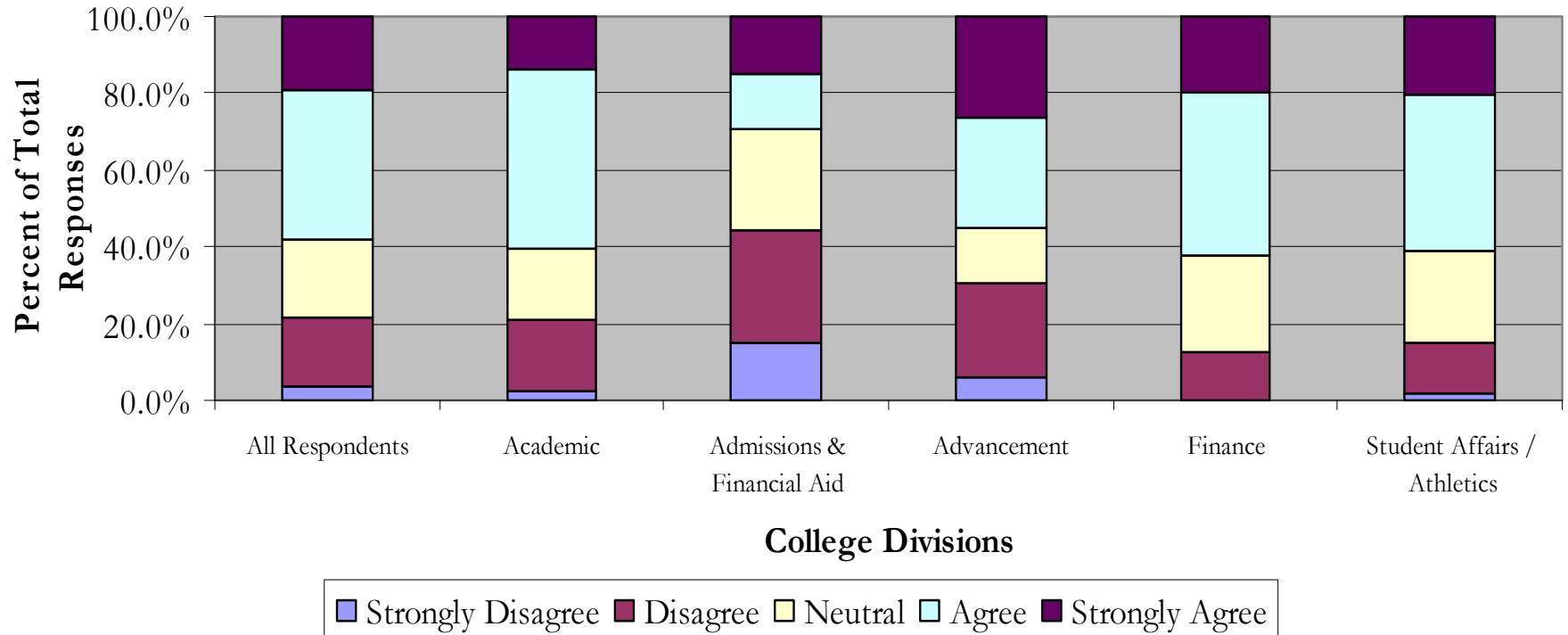
Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average	Median	Response Count
All Respondents	10	50	58	109	54	3.52	4	281
Academic	2	15	15	38	11	3.51	4	81
Admissions & Financial Aid	4	8	7	4	4	2.85	3	27
Advancement	3	12	7	14	13	3.45	4	49
Finance	0	7	14	24	11	3.70	4	56
Student Affairs / Athletics	1	7	13	22	11	3.65	4	54

Percent of Total Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree / SA	Average	Median	Response Count
All Respondents	3.6%	17.8%	20.6%	38.8%	19.2%	58.0%	3.52	4	281
Academic	2.5%	18.5%	18.5%	46.9%	13.6%	60.5%	3.51	4	81
Admissions & Financial Aid	14.8%	29.6%	25.9%	14.8%	14.8%	29.6%	2.85	3	27
Advancement	6.1%	24.5%	14.3%	28.6%	26.5%	55.1%	3.45	4	49
Finance	0.0%	12.5%	25.0%	42.9%	19.6%	62.5%	3.70	4	56
Student Affairs / Athletics	1.9%	13.0%	24.1%	40.7%	20.4%	61.1%	3.65	4	54

I receive regular feedback from my supervisor about my job performance.



I can professionally advance at Macalester.

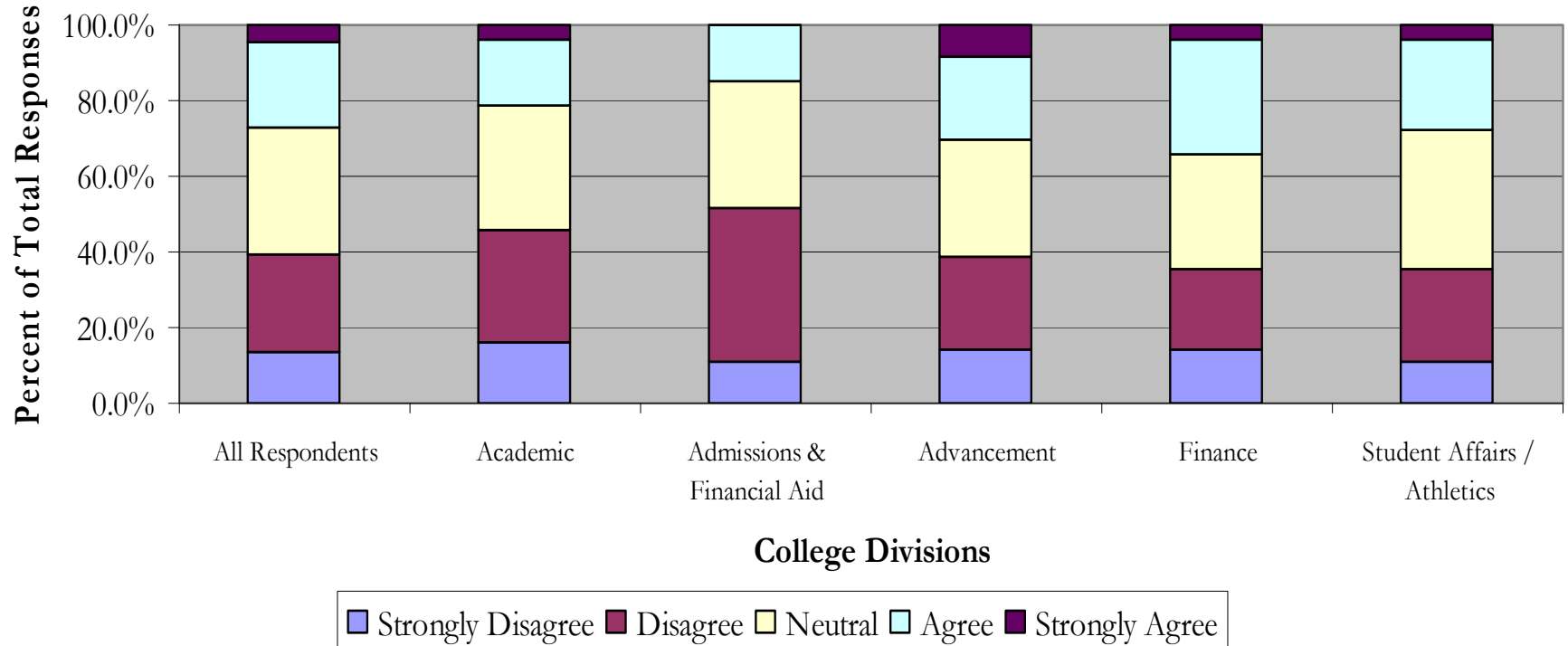
Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average	Median	Response Count
All Respondents	38	73	94	64	12	2.78	3	281
Academic	13	24	27	14	3	2.63	3	81
Admissions & Financial Aid	3	11	9	4		2.52	2	27
Advancement	7	12	15	11	4	2.86	3	49
Finance	8	12	17	17	2	2.88	3	56
Student Affairs / Athletics	6	13	20	13	2	2.85	3	54

Percent of Total Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree / SA	Average	Median	Response Count
All Respondents	13.5%	26.0%	33.5%	22.8%	4.3%	27.0%	2.78	3	281
Academic	16.0%	29.6%	33.3%	17.3%	3.7%	21.0%	2.63	3	81
Admissions & Financial Aid	11.1%	40.7%	33.3%	14.8%	0.0%	14.8%	2.52	2	27
Advancement	14.3%	24.5%	30.6%	22.4%	8.2%	30.6%	2.86	3	49
Finance	14.3%	21.4%	30.4%	30.4%	3.6%	33.9%	2.88	3	56
Student Affairs / Athletics	11.1%	24.1%	37.0%	24.1%	3.7%	27.8%	2.85	3	54

I can professionally advance at Macalester.



I feel there is a sense of community at Macalester.

Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average	Median	Response Count
All Respondents	1	22	33	159	66	3.95	4	281
Academic	1	6	5	46	22	4.03	4	80
Admissions & Financial Aid	0	1	5	14	7	4.00	4	27
Advancement	0	7	6	24	12	3.84	4	49
Finance	0	2	6	36	12	4.04	4	56
Student Affairs / Athletics	0	5	9	32	9	3.82	4	55

Percent of Total Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree / SA	Average	Median	Response Count
All Respondents	0.4%	7.8%	11.7%	56.6%	23.5%	80.1%	3.95	4	281
Academic	1.3%	7.5%	6.3%	57.5%	27.5%	85.0%	4.03	4	80
Admissions & Financial Aid	0.0%	3.7%	18.5%	51.9%	25.9%	77.8%	4.00	4	27
Advancement	0.0%	14.3%	12.2%	49.0%	24.5%	73.5%	3.84	4	49
Finance	0.0%	3.6%	10.7%	64.3%	21.4%	85.7%	4.04	4	56
Student Affairs / Athletics	0.0%	9.1%	16.4%	58.2%	16.4%	74.5%	3.82	4	55

I know the college's strategic goals.

Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average	Median	Response Count
All Respondents	2	22	49	157	51	3.83	4	281
Academic	1	12	16	41	10	3.59	4	80
Admissions & Financial Aid	0	3	8	13	3	3.59	4	27
Advancement	0	1	1	32	15	4.24	4	49
Finance	0	1	12	31	12	3.96	4	56
Student Affairs / Athletics	1	4	8	35	7	3.78	4	55

Percent of Total Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree / SA	Average	Median	Response Count
All Respondents	0.7%	7.8%	17.4%	55.9%	18.1%	74.0%	3.83	4	281
Academic	1.3%	15.0%	20.0%	51.3%	12.5%	63.8%	3.59	4	80
Admissions & Financial Aid	0.0%	11.1%	29.6%	48.1%	11.1%	59.3%	3.59	4	27
Advancement	0.0%	2.0%	2.0%	65.3%	30.6%	95.9%	4.24	4	49
Finance	0.0%	1.8%	21.4%	55.4%	21.4%	76.8%	3.96	4	56
Student Affairs / Athletics	1.8%	7.3%	14.5%	63.6%	12.7%	76.4%	3.78	4	55

I have opportunities to provide feedback to my supervisor.

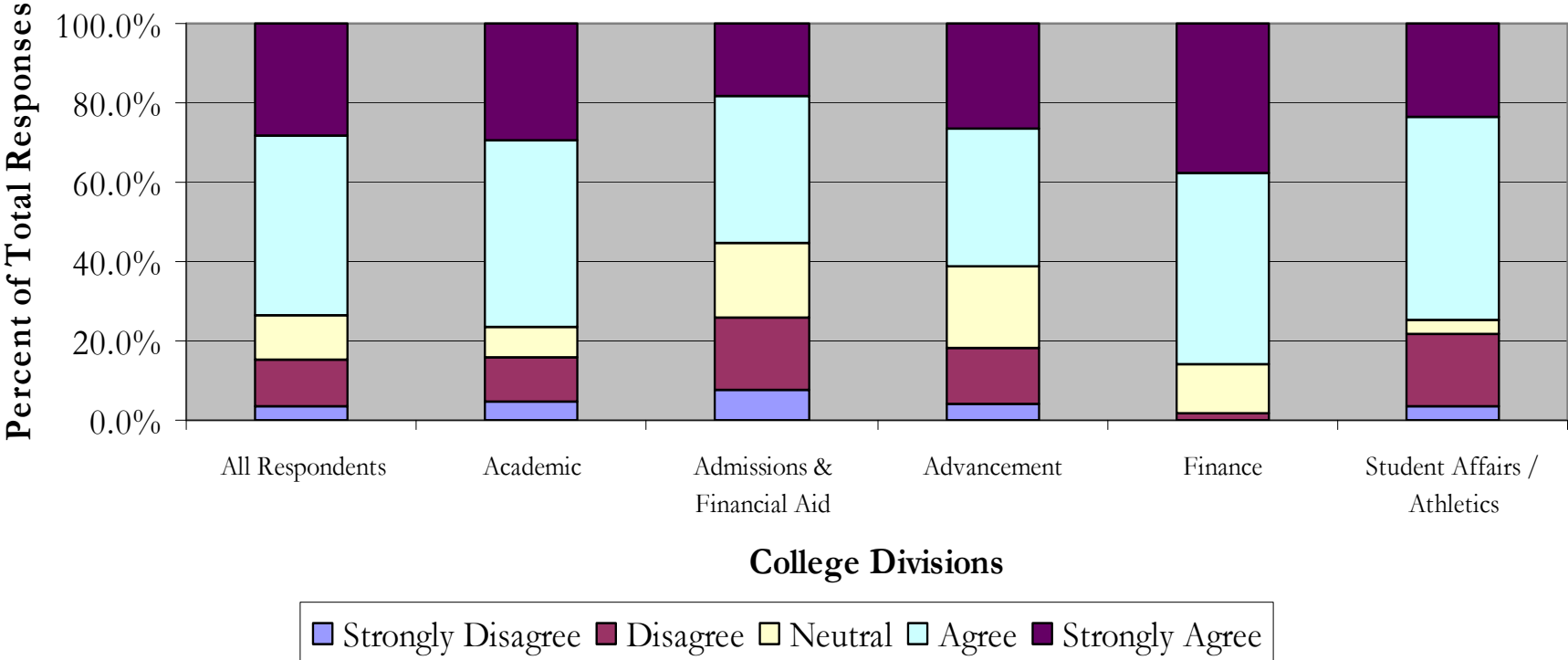
Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average	Median	Response Count
All Respondents	10	33	32	127	79	3.83	4	281
Academic	4	9	6	38	24	3.85	4	81
Admissions & Financial Aid	2	5	5	10	5	3.41	4	27
Advancement	2	7	10	17	13	3.65	4	49
Finance	0	1	7	27	21	4.21	4	56
Student Affairs / Athletics	2	10	2	28	13	3.73	4	55

Percent of Total Responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree / SA	Average	Median	Response Count
All Respondents	3.6%	11.7%	11.4%	45.2%	28.1%	73.3%	3.83	4	281
Academic	4.9%	11.1%	7.4%	46.9%	29.6%	76.5%	3.85	4	81
Admissions & Financial Aid	7.4%	18.5%	18.5%	37.0%	18.5%	55.6%	3.41	4	27
Advancement	4.1%	14.3%	20.4%	34.7%	26.5%	61.2%	3.65	4	49
Finance	0.0%	1.8%	12.5%	48.2%	37.5%	85.7%	4.21	4	56
Student Affairs / Athletics	3.6%	18.2%	3.6%	50.9%	23.6%	74.5%	3.73	4	55

I have opportunities to provide feedback to my supervisor.



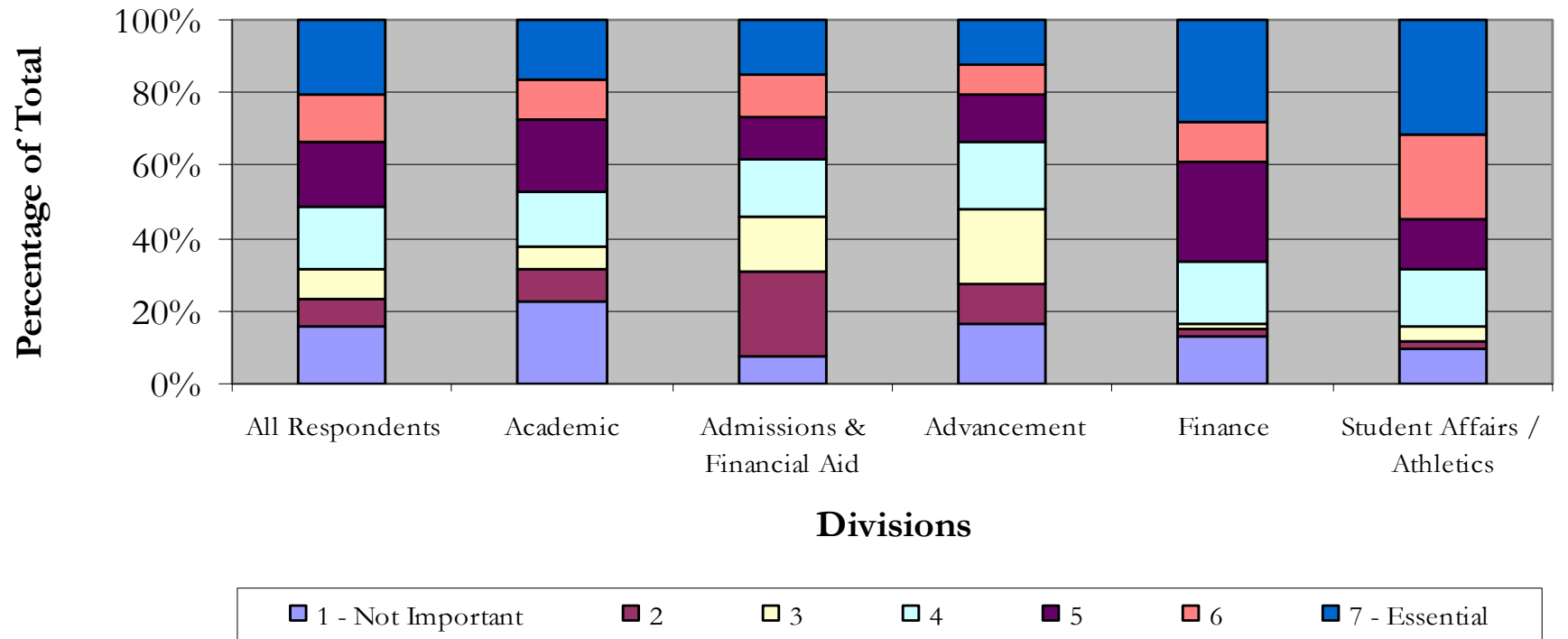
Question: If you were responsible for allocating money in your department for staff-related initiatives only, how would you rate each of the following?

Additional staff in my department.

	Not Important - Essential							Response Count
	1	2	3	4	5	6	7	
All Respondents	42	21	22	46	49	36	55	271
Academic	18	7	5	12	16	9	13	80
Admissions & Financial Aid	2	6	4	4	3	3	4	26
Advancement	8	5	10	9	6	4	6	48
Finance	7	1	1	9	15	6	15	54
Student Affairs / Athletics	5	1	2	8	7	12	16	51

	Not Important - Essential						
	1 - Not Important	2	3	4	5	6	7 - Essential
All Respondents	15.5%	7.7%	8.1%	17.0%	18.1%	13.3%	20.3%
Academic	22.5%	8.8%	6.3%	15.0%	20.0%	11.3%	16.3%
Admissions & Financial Aid	7.7%	23.1%	15.4%	15.4%	11.5%	11.5%	15.4%
Advancement	16.7%	10.4%	20.8%	18.8%	12.5%	8.3%	12.5%
Finance	13.0%	1.9%	1.9%	16.7%	27.8%	11.1%	27.8%
Student Affairs / Athletics	9.8%	2.0%	3.9%	15.7%	13.7%	23.5%	31.4%

Additional staff in my department

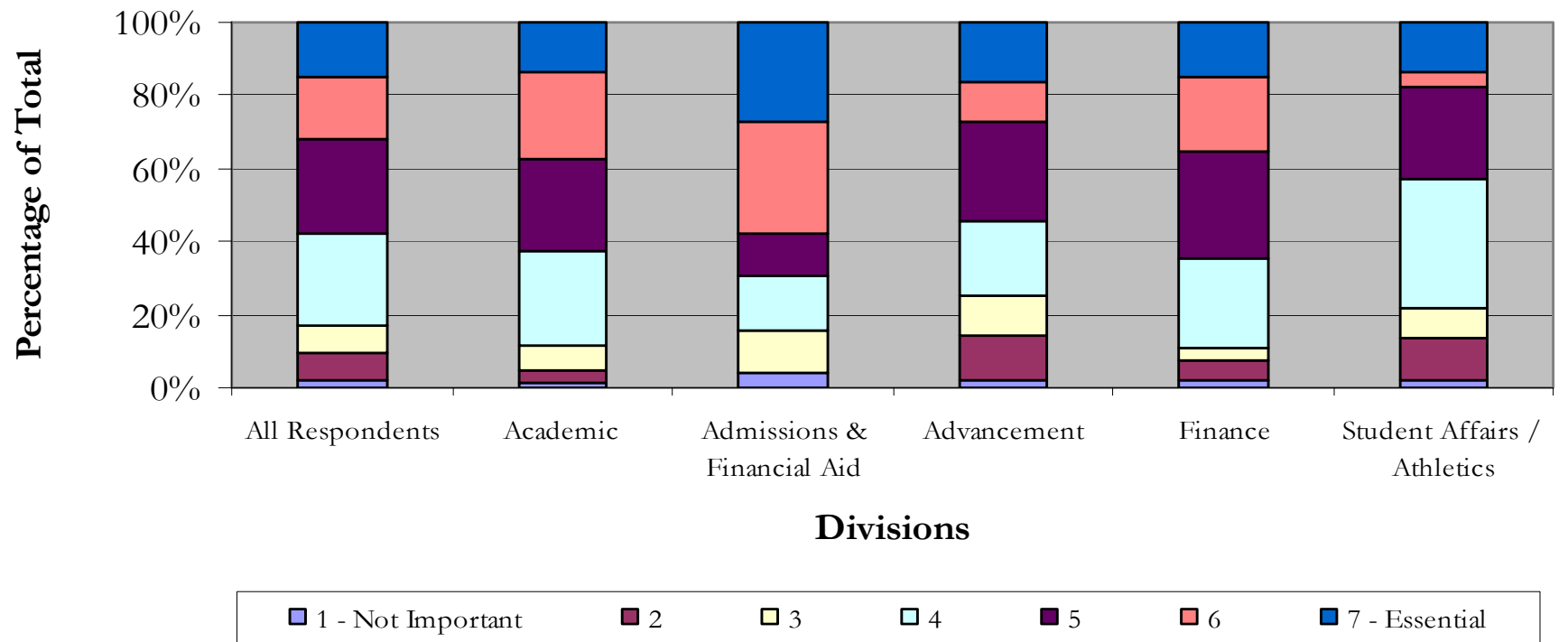


Additional professional development opportunities.

	Not Important - Essential							Response Count
	1	2	3	4	5	6	7	
All Respondents	6	19	21	69	69	46	41	271
Academic	1	3	5	21	20	19	11	80
Admissions & Financial Aid	1	0	3	4	3	8	7	26
Advancement	1	6	5	10	13	5	8	48
Finance	1	3	2	13	16	11	8	54
Student Affairs / Athletics	1	6	4	18	13	2	7	51

	Not Important - Essential						
	1 - Not Important	2	3	4	5	6	7 - Essential
All Respondents	2.2%	7.0%	7.7%	25.5%	25.5%	17.0%	15.1%
Academic	1.3%	3.8%	6.3%	26.3%	25.0%	23.8%	13.8%
Admissions & Financial Aid	3.8%	0.0%	11.5%	15.4%	11.5%	30.8%	26.9%
Advancement	2.1%	12.5%	10.4%	20.8%	27.1%	10.4%	16.7%
Finance	1.9%	5.6%	3.7%	24.1%	29.6%	20.4%	14.8%
Student Affairs / Athletics	2.0%	11.8%	7.8%	35.3%	25.5%	3.9%	13.7%

Additional professional development opportunities.

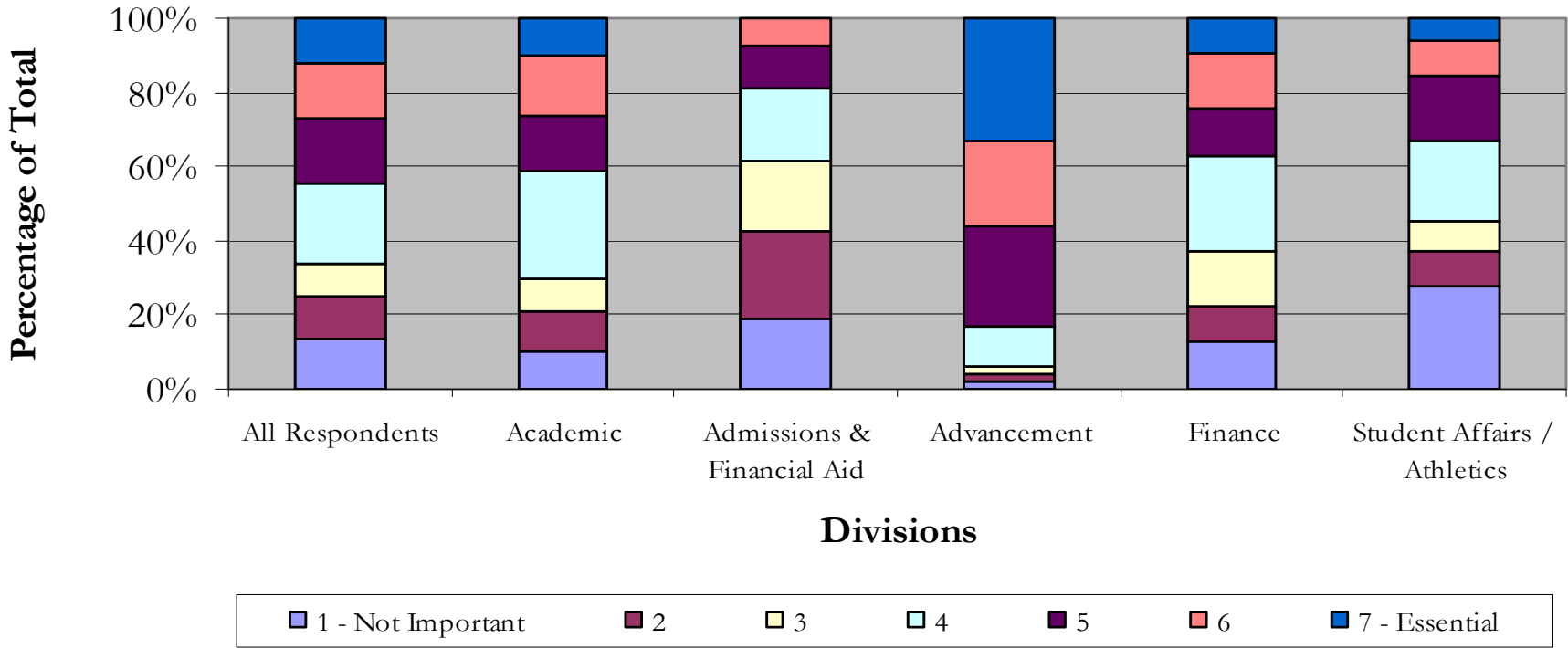


Improve physical work environment.

	Not Important - Essential							Response Count
	1	2	3	4	5	6	7	
All Respondents	37	30	25	59	46	41	33	271
Academic	8	9	7	23	12	13	8	80
Admissions & Financial Aid	5	6	5	5	3	2	0	26
Advancement	1	1	1	5	13	11	16	48
Finance	7	5	8	14	7	8	5	54
Student Affairs / Athletics	14	5	4	11	9	5	3	51

	Not Important - Essential						
	1 - Not Important	2	3	4	5	6	7 - Essential
All Respondents	13.7%	11.1%	9.2%	21.8%	17.0%	15.1%	12.2%
Academic	10.0%	11.3%	8.8%	28.8%	15.0%	16.3%	10.0%
Admissions & Financial Aid	19.2%	23.1%	19.2%	19.2%	11.5%	7.7%	0.0%
Advancement	2.1%	2.1%	2.1%	10.4%	27.1%	22.9%	33.3%
Finance	13.0%	9.3%	14.8%	25.9%	13.0%	14.8%	9.3%
Student Affairs / Athletics	27.5%	9.8%	7.8%	21.6%	17.6%	9.8%	5.9%

Improve physical work environment.

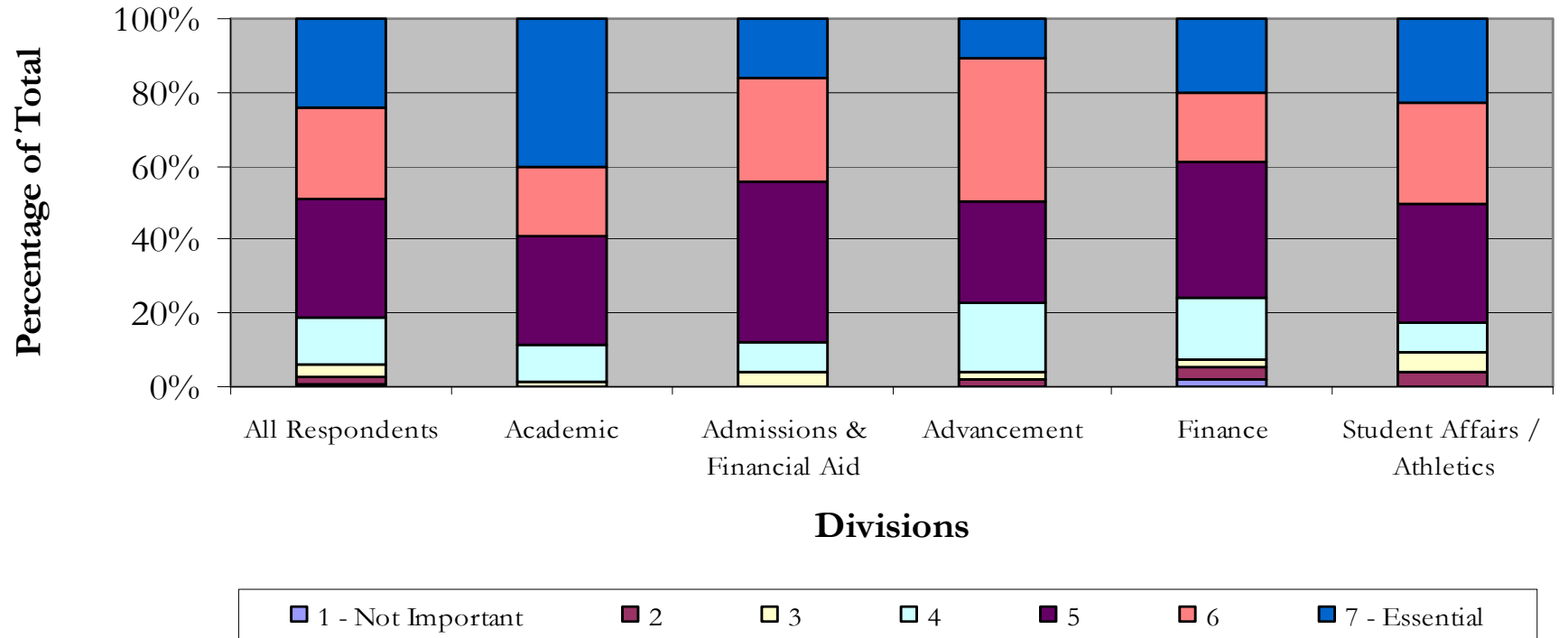


Staff pay increase.

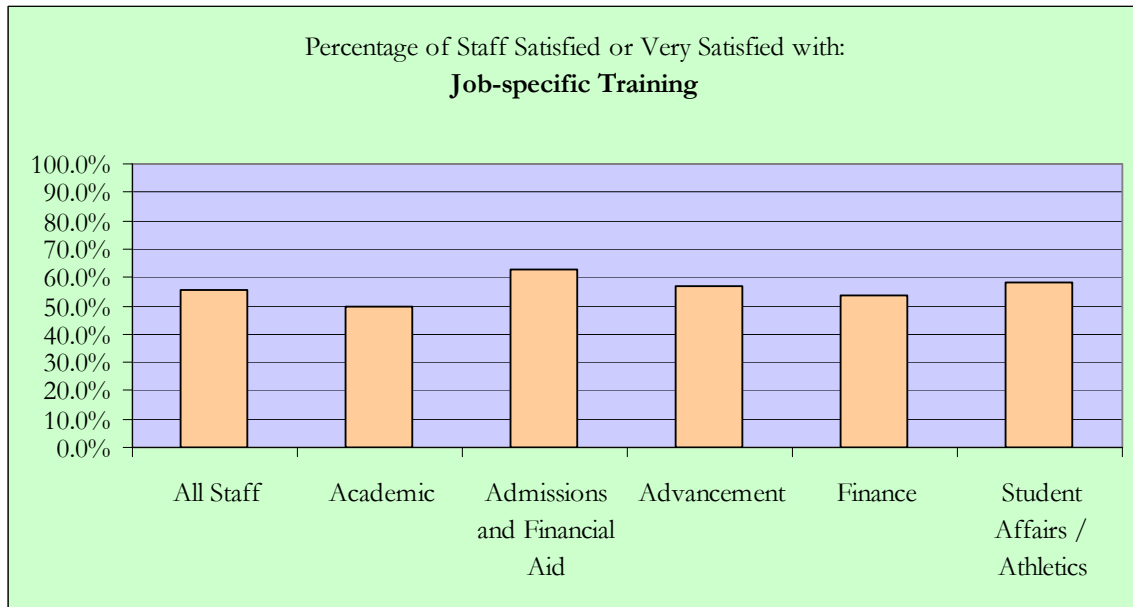
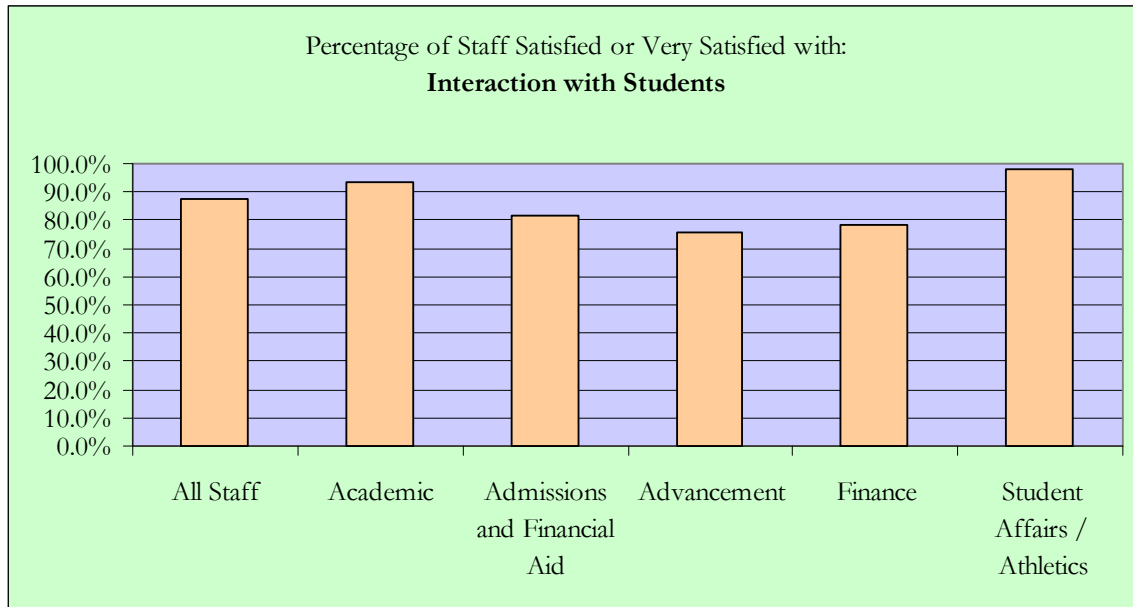
	Not Important - Essential							Response Count
	1	2	3	4	5	6	7	
All Respondents	1	6	9	35	87	67	66	271
Academic	0	0	1	8	24	15	32	80
Admissions & Financial	0	0	1	2	11	7	4	25
Aid	0	1	1	9	13	19	5	48
Advancement	1	2	1	9	20	10	11	54
Finance	0	2	3	4	17	14	12	52
Student Affairs / Athletics								

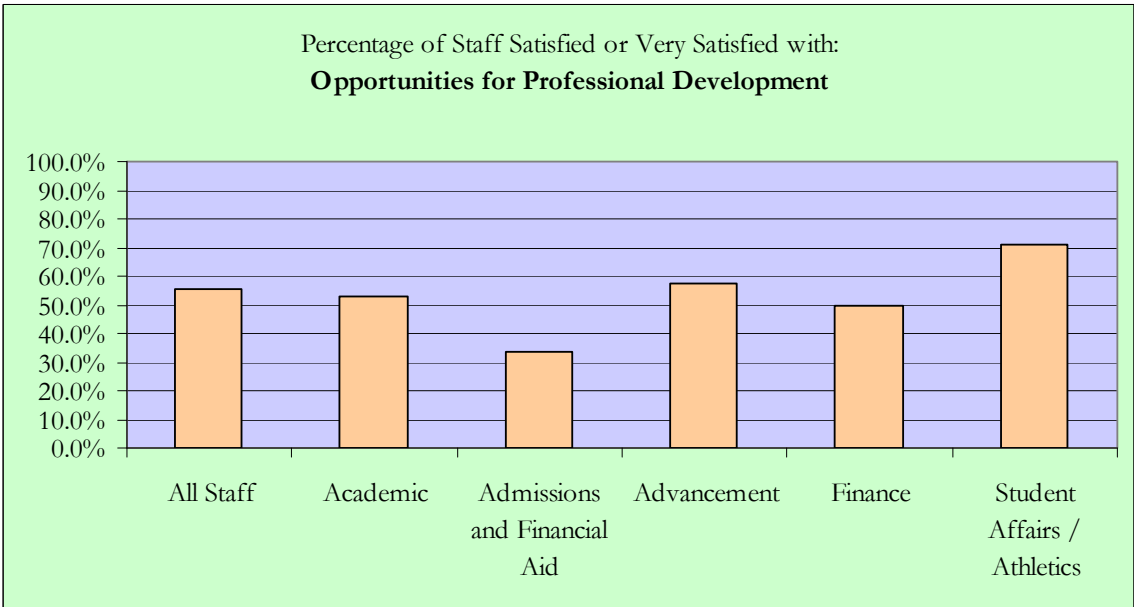
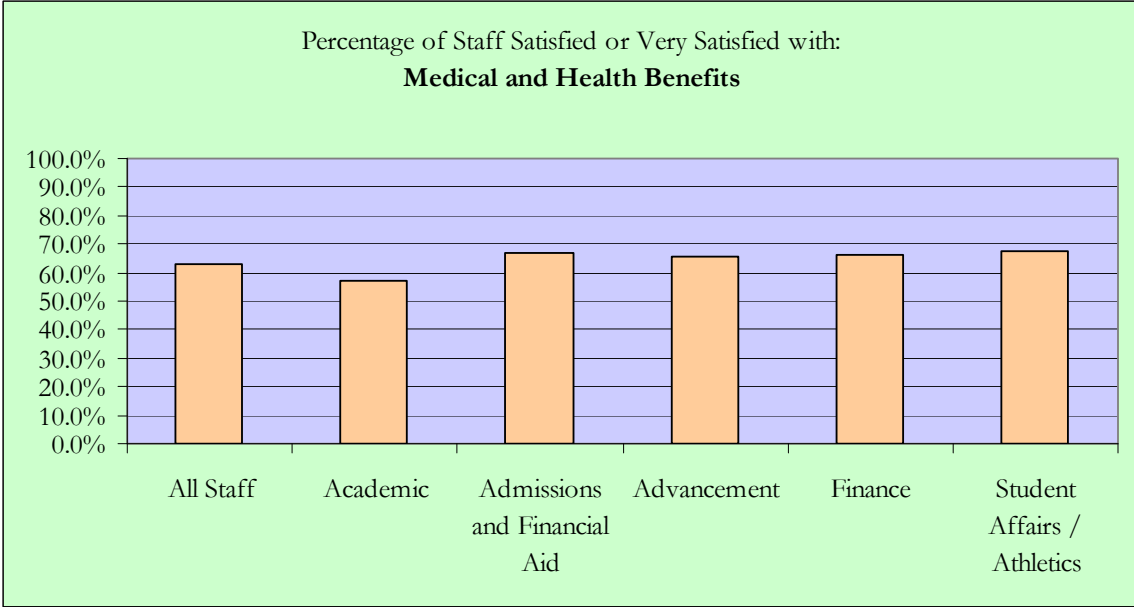
	Not Important - Essential						
	1 - Not Important	2	3	4	5	6	7 - Essential
All Respondents	0.4%	2.2%	3.3%	12.9%	32.1%	24.7%	24.4%
Academic	0.0%	0.0%	1.3%	10.0%	30.0%	18.8%	40.0%
Admissions & Financial	0.0%	0.0%	4.0%	8.0%	44.0%	28.0%	16.0%
Aid	0.0%	2.1%	2.1%	18.8%	27.1%	39.6%	10.4%
Advancement	1.9%	3.7%	1.9%	16.7%	37.0%	18.5%	20.4%
Finance	0.0%	3.8%	5.8%	7.7%	32.7%	26.9%	23.1%
Student Affairs / Athletics							

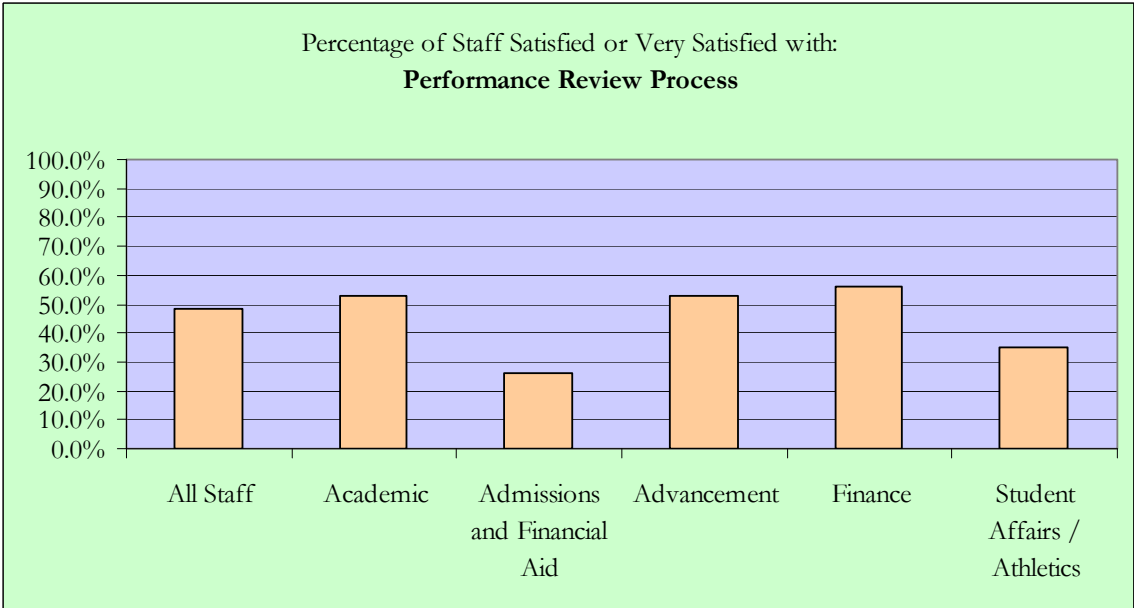
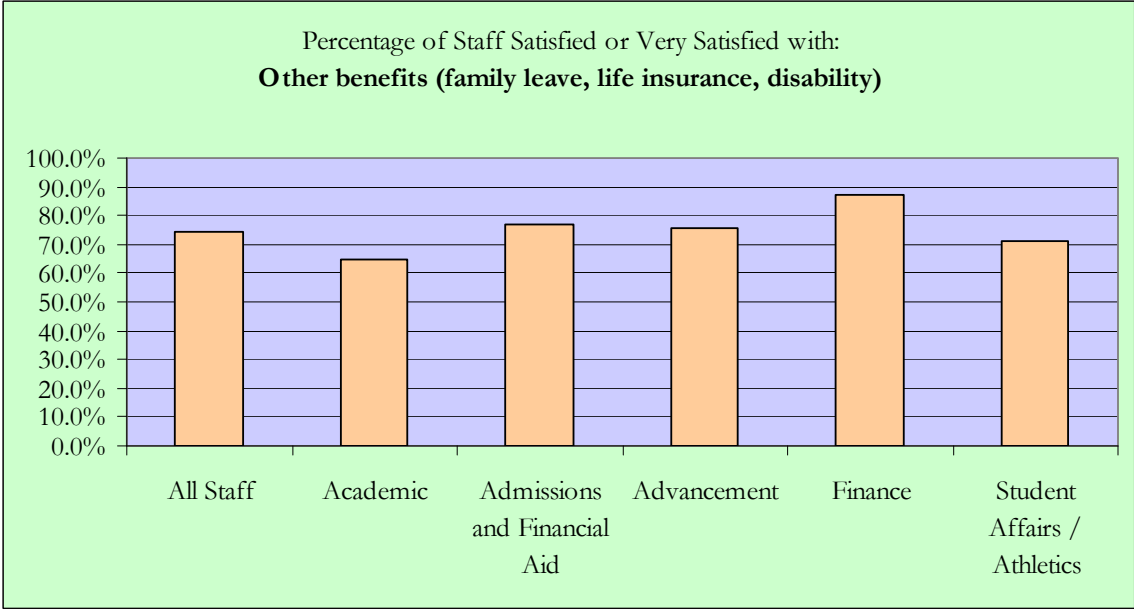
Staff pay increase.

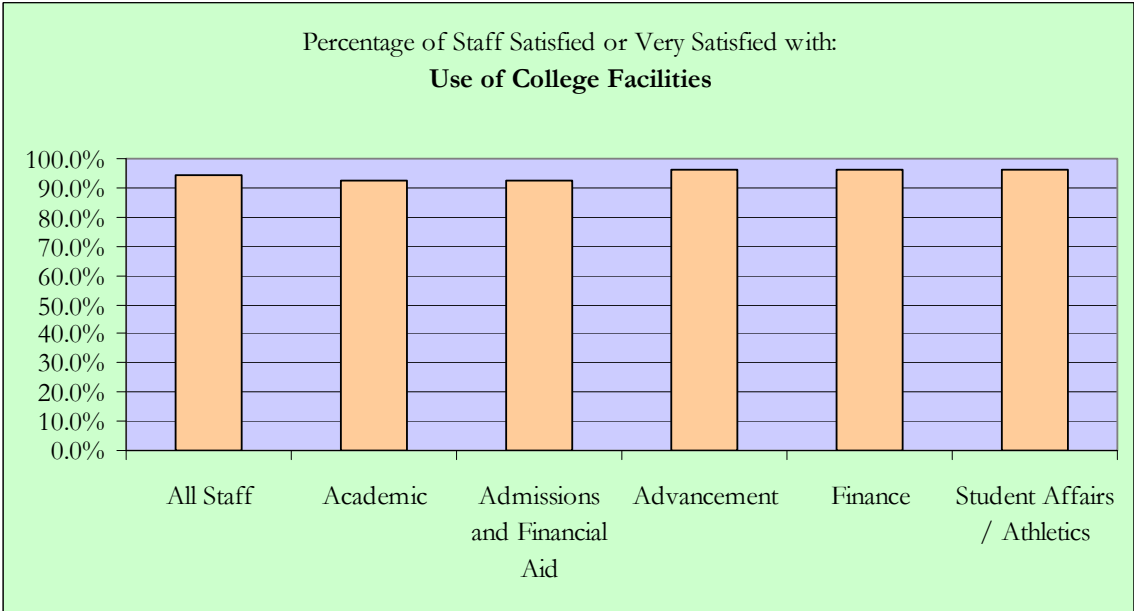
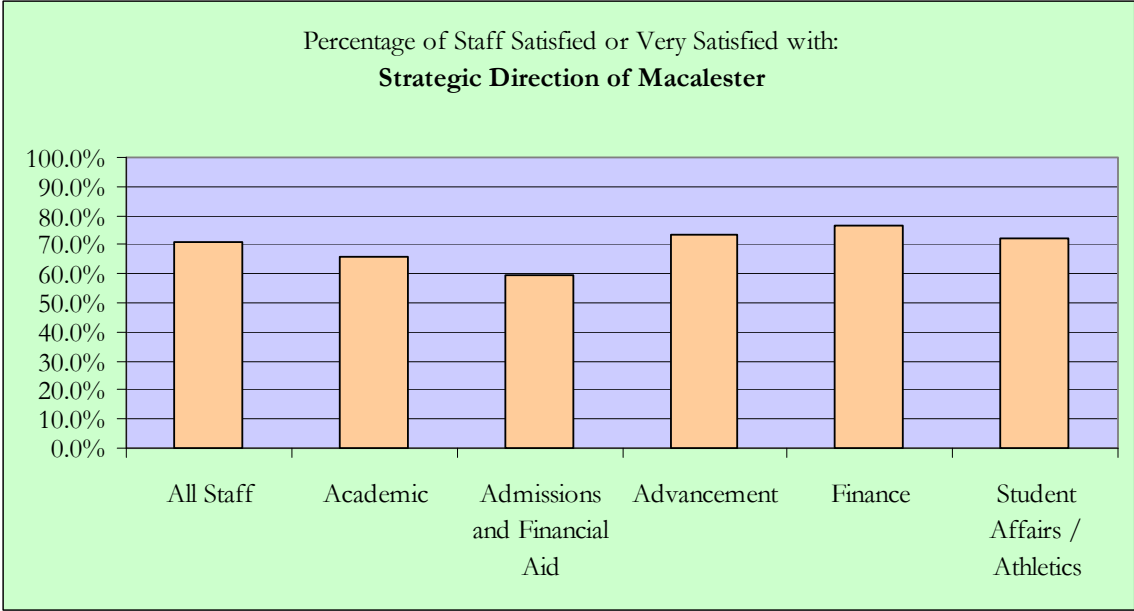


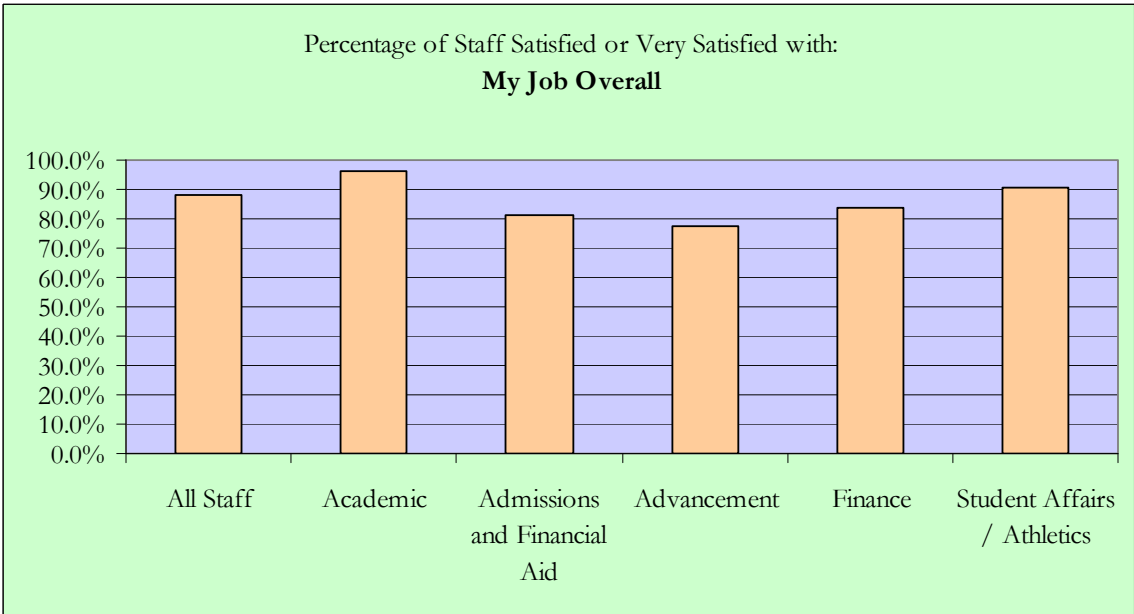
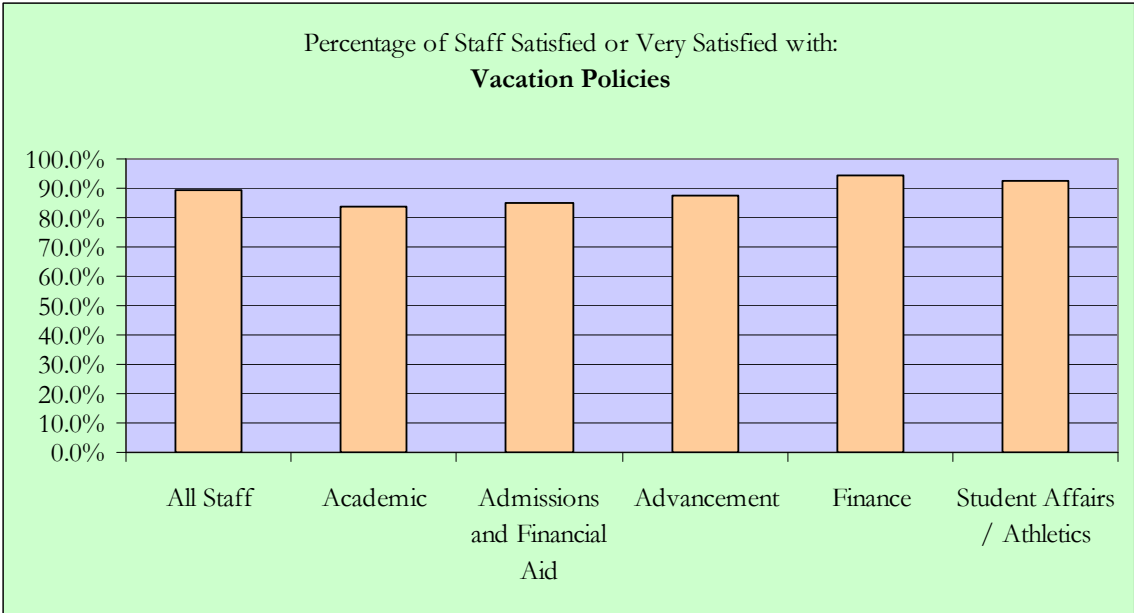
Percentage of Staff Members who Responded “Satisfied” or “Very Satisfied”

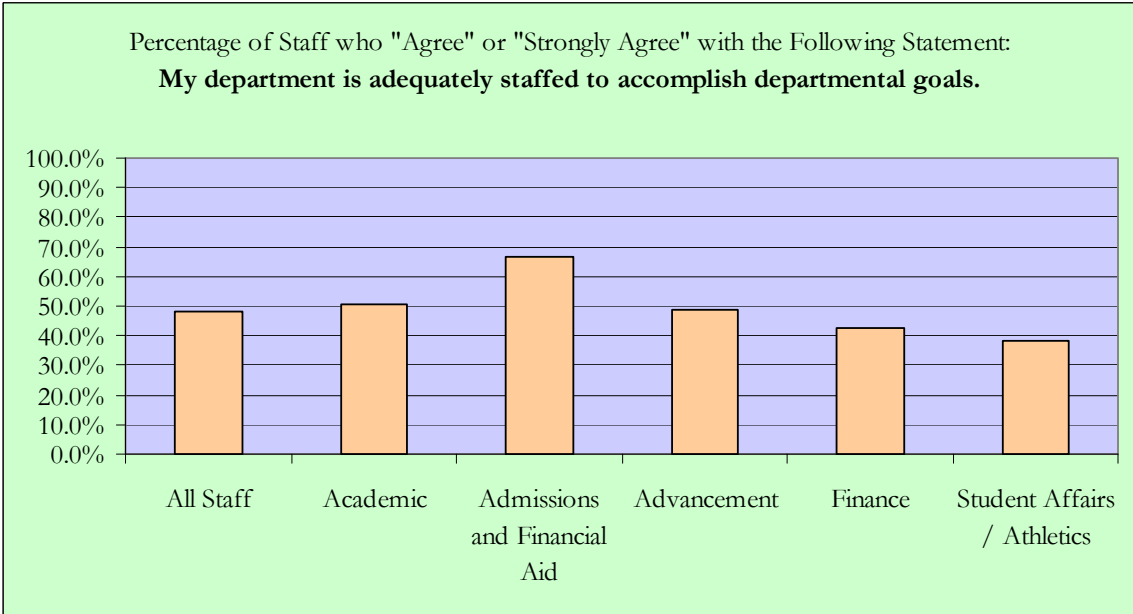
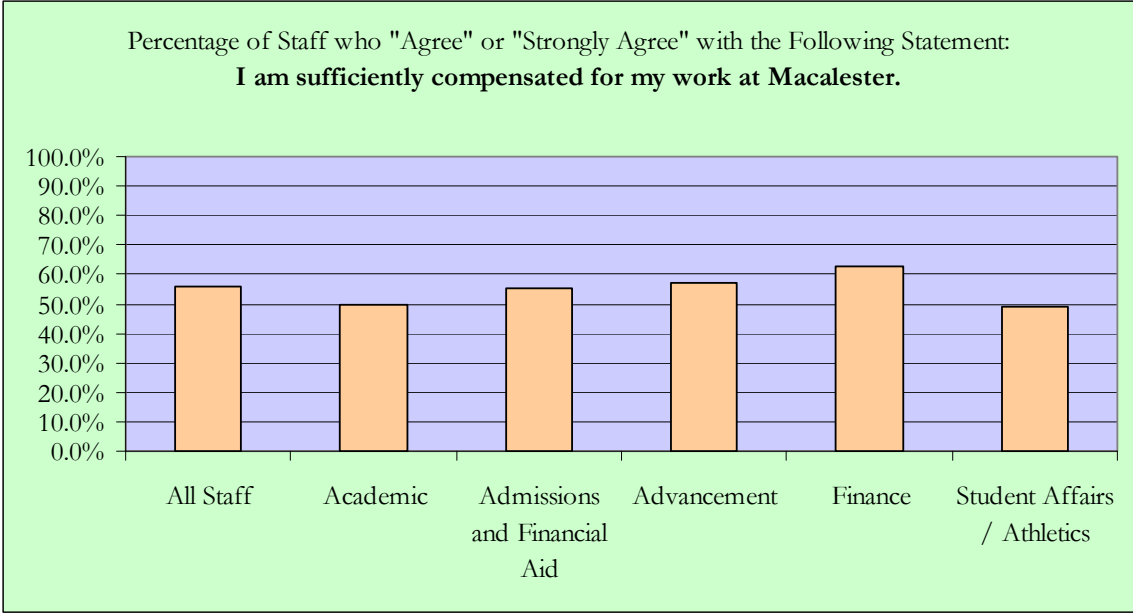


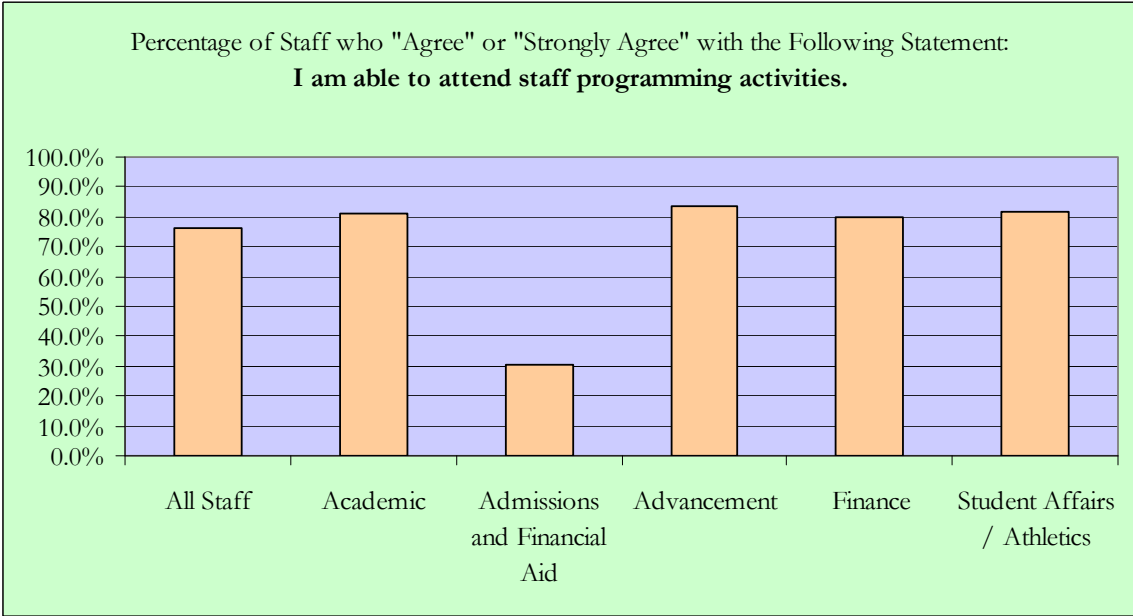
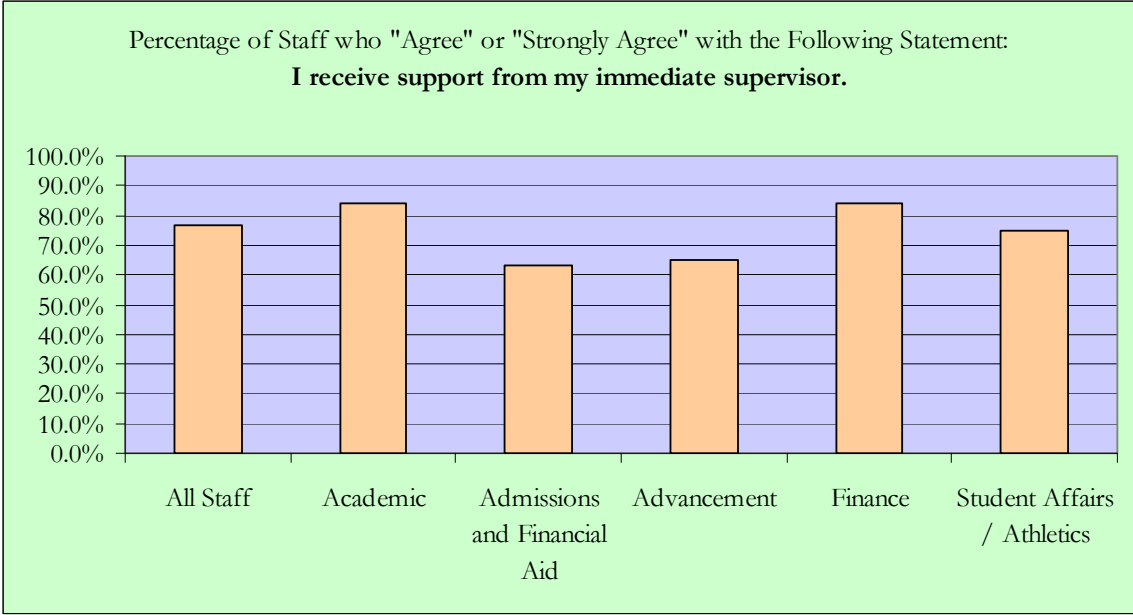




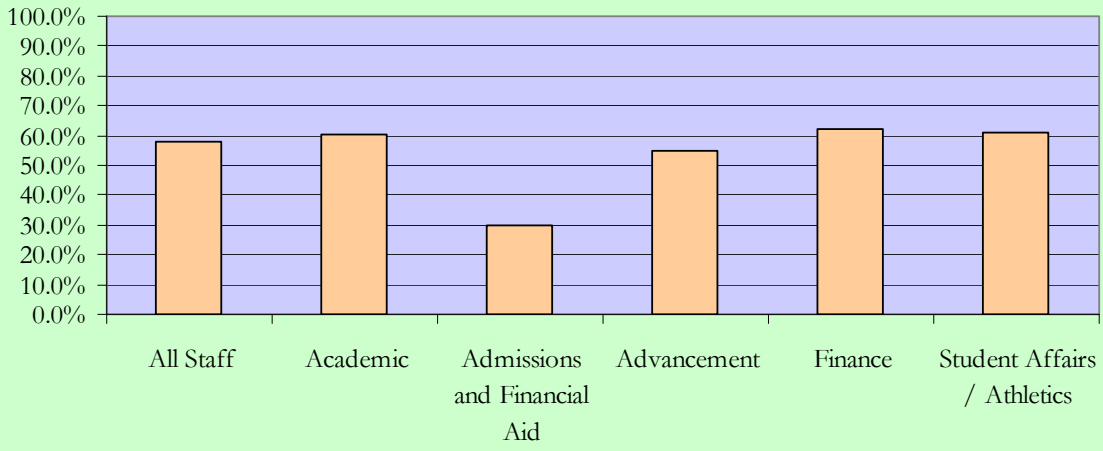




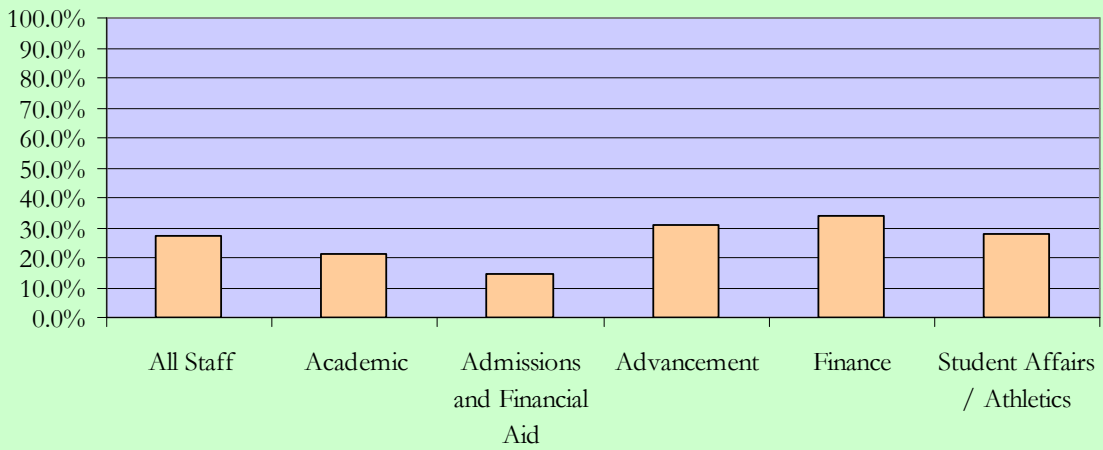


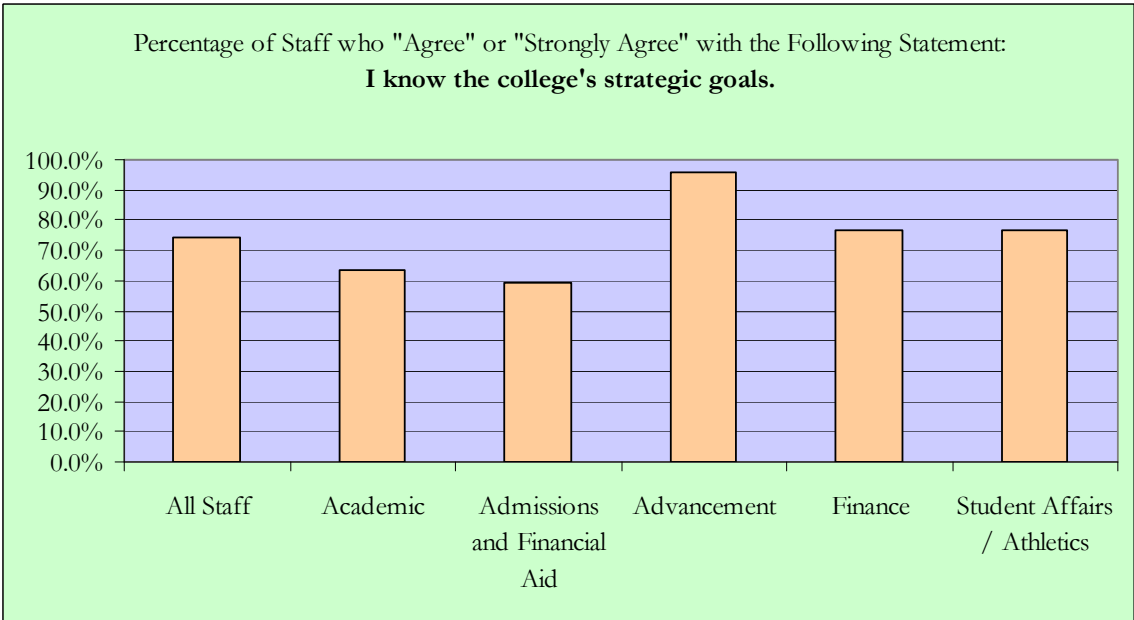
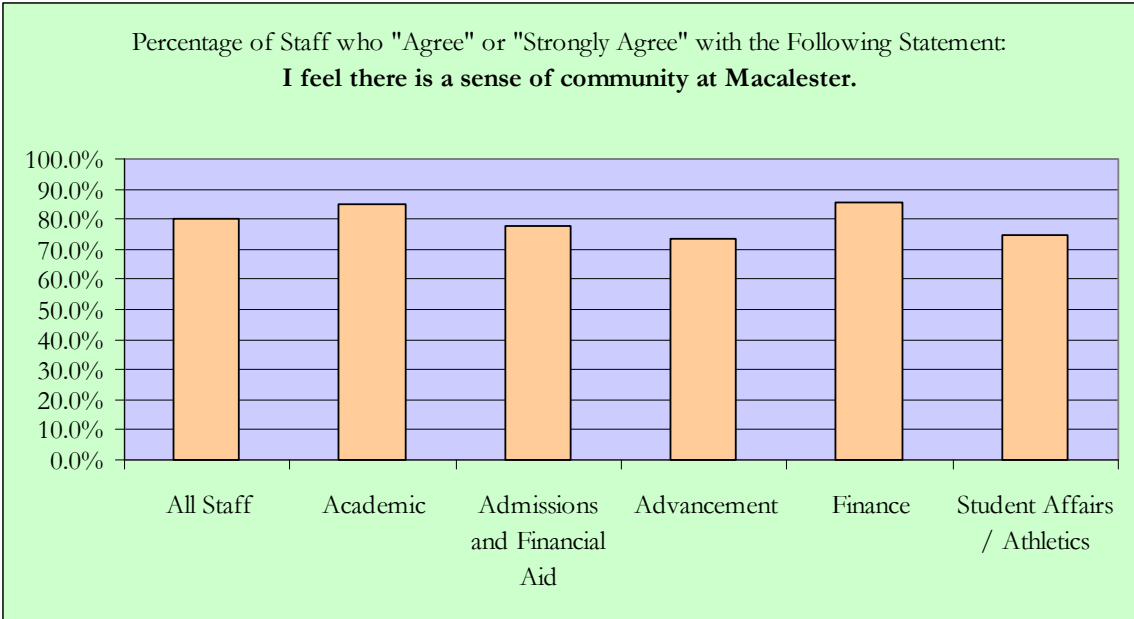


Percentage of Staff who "Agree" or "Strongly Agree" with the Following Statement:
I receive regular feedback from my supervisor about my job performance.

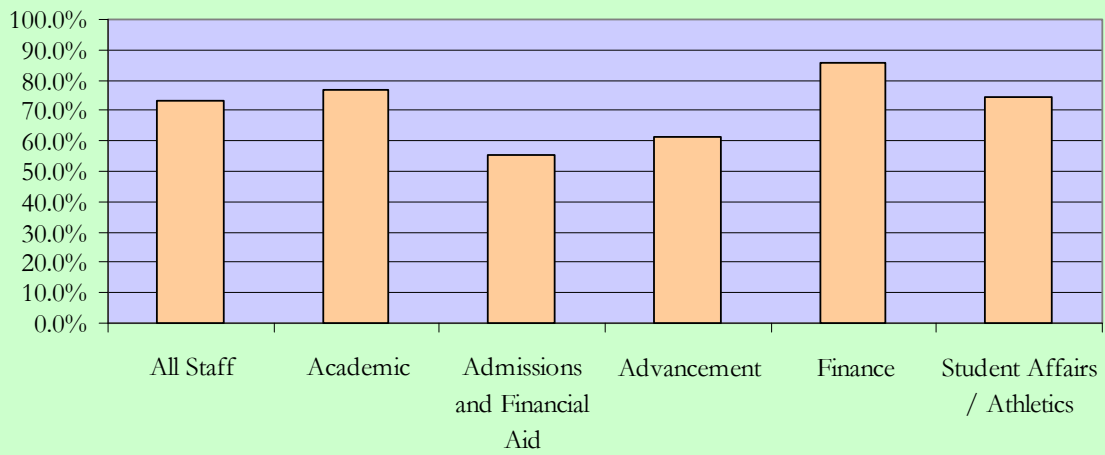


Percentage of Staff who "Agree" or "Strongly Agree" with the Following Statement:
I can professionally advance at Macalester.





Percentage of Staff who "Agree" or "Strongly Agree" with the Following Statement:
I have opportunities to provide feedback to my supervisor.



The opportunity to provide responses to open-ended questions allowed staff to provide greater depth and specific suggestions.

Summaries of open-ended questions were drafted with two goals in mind. The first was maintaining the anonymity of respondents and the second was creating useful, objective interpretation. To that end, responses were categorized, counted, grouped into clear ranges where possible and then reported on as a comprehensive picture of the entire set of responses.

Question: What do you enjoy most about working at Macalester?

The top three aspects of Macalester mentioned by staff were the student body, the Macalester community as a whole and their own colleagues, followed closely by affinity with the mission of the college.

Staff across all divisions mentioned being happy to work with Macalester students, even in divisions that traditionally have less contact with the student body. The students' intelligence, capacity for achievement, diversity, sincerity and individuality were all qualities mentioned in more detailed responses about the student body. The Macalester community was next most mentioned by staff and though little elaboration provided, the other frequent responses relating to the student body, one's colleagues and the mission of the college may suggest a good interpretation of these responses. The colleagues of staff round out the top three most frequent responses, with specific comments discussing the hardworking, flexible, open and intelligent natures of colleagues.

Responses representing the mid-range of frequencies include affinity with the mission of the college, the academic environment and the overall flexibility experienced by respondents.

Other responses occurring more than once, but significantly overshadowed by the responses discussed above:

- appreciation for multi-faceted work responsibilities
- pride in the reputation of the college
- independence from strict work oversight
- competence and direction of college leadership
- quality of the Faculty

- campus beauty
- campus location
- Leonard Center
- benefits

Question: What specific things could be done to improve your satisfaction as a staff person at Macalester?

Strongly represented were needs for improvement in the staff compensation plan, a system for performance evaluations college-wide, growth opportunities for staff and concerns about physical work environment (Lampert).

When respondents elaborated on potential improvements in the compensation plan, they largely called for greater transparency across the entire process of assigning compensation levels. Specific feedback called for better parity between jobs across divisional lines that are perceived to be analogous, as well as for faculty and staff pay raises to be better in synch with each other (alleviation of staff/faculty disparities were a common theme within a wide range of suggestions for improvement).

Performance evaluations were discussed by many staff with an array of suggestions being brought forward. The most common suggestion was for an insistence on the part of the college that performance evaluations be conducted regularly and that supervisors be held accountable for participation. Several respondents suggested that a reciprocal evaluation of supervisors be conducted by those reporting to them. To some respondents, lack of supervisor interest in conducting performance evaluations was one facet of an overall area for improvement: supervisor training. Overall, respondents most commonly pointed to evaluations as a way to gain a more full understanding of how their work is fitting in with their department and how it might be improved.

Growth opportunities were also mentioned by many staff. These opportunities broke pretty evenly into two areas: one of internal career advancement and job skill improvement and the other of overall professional development. Concerns were expressed that developing the career of each staff member does not seem to be a priority. Regularly creating and renewing internal opportunities for development and advancement and asking supervisors across divisions to watch for opportunities for their staff were

suggested as ways to improve. Professional development was also implicated by this question. Many staff are dissatisfied with the opportunities available to them to continue their education and other forms of professional development and would like to see greater support from the college in those enterprises.

Staff noted that the physical work environment within the Lampert building is inadequate. In particular, staff noted with frequency that the building is not up to current accessibility standards. In addition, staff emphasized concerns for their health regarding the poor ventilation, and the heating-cooling system that creates temperature extremes.

Many other suggestions for improvements were shared, but they may not be sufficiently common to merit generalization for the purposes of this report. Those suggestions included:

- containment of the employee costs for health insurance
- affirmative action and internal promotion policy enforcement (including training and accountability for hiring managers)
- better cross-divisional collaboration
- less reliance on hierarchies and more decision making-transparency
- consistent training and accountability for supervisors
- parity between staff and faculty interests—areas pointed to for improvement include college facility benefits during retirement, paid time off during divisional downtime (such as academic office professionals during winter break when most faculty are not in)
- increased staffing levels
- service levels in Employment Services (regarding inaccurate information, better follow-through and response times)
- comments point to a demand for improved access to Macalester academic programming, including a Macalester BA for staff
- authentic engagement opportunities for staff of similar affinity groups
- required all-staff diversity programming

Prompt: Please share with us any additional information that you would like to add.

The most common response was general enthusiasm for being employed at Macalester. Since an entire question each was dedicated to finding what employees most enjoyed about their work at Macalester and identifying areas for improvement, please see those questions for a summary discussion on that topic.

Aside from those echoes from prior questions, many new areas were mentioned in one or two responses as needing improvement or areas for particular enjoyment and were already discussed in the prior question seeking ways to improve the satisfaction of staff members.

Appendix A: Final version of 2008 Survey

Macalester Staff Survey 2008 Staff Advisory Council

December 1, 2008

Dear Macalester Staff:

The Staff Advisory Council (SAC) exists to recommend and review policies affecting College staff employees. Please take some time to complete this survey about your employment at Macalester. **We believe the survey will take you less than 10 minutes to complete.**

Survey responses will be kept completely anonymous and confidential. Your input is very valuable to us. Please let your voices be heard!

Information gained from this survey will help us to:

- a) Gain insights to help SAC as we shape our direction and initiatives
- b) Inform senior staff of data and trends gathered from the survey.

When completed, we will publish overall survey results on the SAC website. Please look for an upcoming announcement in the Bulletin. Please note that SAC will *not* publish individual responses to the open-ended questions. Similarly, we will take great care in reporting all results. Individual responses will not be identifiable in any of the survey results.

Thank you very much for your help and all the work you do for this college!

Sincerely,

Staff Advisory Council:

Jeff Allen
Karla Benson Rutten
Deanna Cahoon
Addy Free
Allison Greenlee

Ruth Janisch Lake
Jerry Nelson
Mary Claire Schultz
Pat Traynor

Macalester Staff Survey 2008 Staff Advisory Council

Your answers are completely confidential and anonymous.

1. Please indicate which division you work in:

- _____ Academic (Institutional Research, Department Coordinators, IGC)
- _____ Admissions and Financial Aid
- _____ Advancement (Alumni, Development, College Relations)
- _____ Finance (Business Services, Employment Services, Facilities, ITS)
- _____ Student Affairs / Athletics

2. How satisfied or dissatisfied are you with each of the following at Macalester?

Statement	Very Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Very Satisfied (5)
Interaction with students					
Job-specific training					
Medical & health benefits					
Opportunities for professional development					
Other benefits (family leave, life insurance, disability)					
Performance review process					
Strategic direction of Macalester					
Use of college facilities (Library, Leonard Center)					
Vacation policies					
My job overall					

Comments:

3. If you were responsible for allocating money in your department for *staff-related initiatives only*, how would you rate each of the following?

Staff-Initiative	Not Important (1)	Somewhat Important (2)	Very Important (3)	Essential (4)
Staff pay increase				
Additional staff in my department				
Additional professional development opportunities				

Improve physical work environment				
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Comments:

4. Please rate each of the statements below.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
I am sufficiently compensated for my work at Macalester.					
My department is adequately staffed to accomplish departmental goals.					
I receive support from my immediate supervisor.					
I am able to attend staff programming activities.					
I receive regular feedback from my supervisor about my job performance.					
I can professionally advance at Macalester.					
I feel there is a sense of community at Macalester.					
I know the college's strategic goals.					
I have opportunities to provide feedback to my supervisor.					

Comments:

5. What do you enjoy most about working at Macalester?
6. What specific things could be done to improve your satisfaction as a staff person at Macalester?
7. Please share with us any other additional information you'd like to add: