Q1 - In which functional organization do you work?

- Admission and Financial Aid (Cabasso): 6%
- Student Affairs/Dean of Students (Cleveland): 23%
- Development and Alumni Relations (Bogley): 12%
- Treasurer (Harvey): 9%
- Technology Services (Terrio): 4%
- Diversity and Inclusion (Joshua): 1%
- Academic Affairs/Dean of Faculty (Tipton): 25%
- Other: 0.5%
- I don't know: 2%

N = 188
Q2 - How would you describe your primary staff position at Whitman College (Mark all that apply)?

- Non-exempt (eligible for overtime pay): 44%
- Exempt (ineligible for overtime pay): 56%
- Full-time: 87%
- Part-time: 13%
- Management (Supervisor, Manager...): 51%
- Non-management (Individual Contributor): 49%

N = 191
Q3 - Your years of service at Whitman?

- 0 - 1 Year: 14%
- 2 - 5 Years: 35%
- 6 - 10 Years: 16%
- 11 - 20 Years: 23%
- 21+ Years: 12%

N = 191
Q4 - What is your highest level of education?

- Some High School: 0%
- Completed High School/GED: 4%
- Some College: 8%
- Associate’s Degree: 3%
- Bachelor’s Degree: 11%
- Some Graduate Work: 7%
- Master’s Degree (Ex: M.A.,...): 21%
- Academic Doctoral Degree (Ex:...): 3%
- Professional Degree (Ex:...): 2%

N = 191
Q5 - When training is offered, what are the most desirable days and most convenient times that are likely to ensure your attendance? (check all that apply)

- **N = 187**

- **Monday, 51%**
- **Tuesday, 71%**
- **Wednesday, 74%**
- **Thursday, 75%**
- **Friday, 52%**
- **Saturday, 5%**

- **Mornings, 8%**
- **Lunch Hours, 8%**
- **Afternoons, 12%**
- **Evenings, 3%**
- **Online On-Demand, 8%**
- **N = 187**
Q6 - In terms of how you feel you learn best, which are your preferred modes of learning? (Check all that apply)

N = 191
Q7 - During your time at Whitman, has the College funded your attendance at off-campus events (ex: workshop, seminar, conference) as a way of advancing your development?

- Yes, 70%
- No, 30%

N = 191
Q7A - If yes, have you generally attended at least one such event annually?

Yes, 59%
No, 41%

N = 120
Q7B - Has the event/training been intentionally planned by you and your manager with your professional development goals in mind?

Yes, 72%

No, 28%

N = 121
Q7C – Has your manager intentionally sent you to this event/training in order to meet key departmental objectives or build departmental capabilities?

Yes, 67%

No, 33%

N = 120
Q7D - Did your manager expect you to formally report or share/discuss your learnings from the event with your team mates, including sharing materials you acquired?

No, 53%
Yes, 48%

N = 120
Q8 - Please indicate the extent to which you agree with the following statements.

- The leadership within my department supports and encourages my individual training and development.

- To my knowledge, there is departmental money budgeted to support my professional development.

N = 173
Q8 - Please indicate the extent to which you agree with the following statements.

- The College has provided me with opportunities to be cross-trained on skills within my home department. (N = 173)
  - Strongly Agree: 16%
  - Agree: 23%
  - Undecided: 23%
  - Disagree: 15%
  - Strongly Disagree: 5%

- I would be willing to move to another department to broaden my development and experience, and to advance my career at Whitman. (N = 173)
  - Strongly Agree: 18%
  - Agree: 29%
  - Undecided: 23%
  - Disagree: 13%
  - Strongly Disagree: 13%
Q8 - Please indicate the extent to which you agree with the following statements.

N = 173

I've had opportunities to participate on teams/task forces involving people from other departments.

- Strongly Agree: 22%
- Agree: 37%
- Undecided: 14%
- Disagree: 10%
- Strongly Disagree: 10%

My boss' annual appraisal of my performance offers a balanced picture of my strengths and improvement needs.

- Strongly Agree: 5%
- Agree: 12%
- Undecided: 10%
- Disagree: 29%
- Strongly Disagree: 44%
Q8 - Please indicate the extent to which you agree with the following statements.

Typically, my performance appraisals include a discussion of my professional development, my career interests, and ways to prepare me for advancement. Related goals are set.

Over time, there are career advancement opportunities at Whitman for those staff members who are interested and motivated to increase their contributions.

There are realistic opportunities for me to advance at Whitman.

N = 173
Q9 - When faced with significant challenges in your work at Whitman, how frequently have you...

- Visited another institution of higher education to learn how they do things.
  - Often: 57%
  - Sometimes: 32%
  - Never: 6%

- Visited an organization outside of higher education to get new ideas.
  - Often: 63%
  - Sometimes: 32%
  - Never: 4%

- Been sent to an outside conference focused on the problem you're to resolve.
  - Often: 61%
  - Sometimes: 32%
  - Never: 6%

N = 173
Q9 - When faced with significant challenges in your work at Whitman, how frequently have you...

- Participated in a regular networking group with colleagues in similar roles at other institutions.
- Sought the advice of colleagues at other institutions by phone or by email.
- Been encouraged by your manager to "benchmark" best practices outside of Whitman.

N = 173
Q10A - Potential Training Topics for **Individual Contributors**

This section should be completed by survey respondents who are not in management roles. Please review the list(s) below. Instructions: First, check only those topics of interest that would improve your knowledge and performance in your current role. For those items you’ve checked, mark how important you consider such training to your performance in your current role.

- Working effectively in teams; collaborating with others to... (70% high, 27% medium, 3% low)
- Promoting open communication and transparency (63% high, 30% medium, 7% low)
- Creating an inclusive workplace; cultural adaptability; working... (63% high, 26% medium, 11% low)
- Backups and information security; Other computer skills and... (53% high, 34% medium, 13% low)
- Budget fundamentals and the Whitman financial model (53% high, 31% medium, 16% low)
- Giving and receiving constructive feedback (52% high, 44% medium, 4% low)
- Introduction to the Colleague System (52% high, 16% medium, 32% low)
- Having difficult conversations (48% high, 43% medium, 9% low)
- FERPA (Family Education Rights and Privacy Act) guidelines (45% high, 30% medium, 25% low)
- Overview of Whitman's HR policies and practices (43% high, 39% medium, 17% low)
- Governance: how decisions are made at Whitman (41% high, 38% medium, 21% low)
- Workplace ethics, integrity, and responsibility (41% high, 48% medium, 11% low)
- Dealing with difficult people; diffusing hostility (32% high, 48% medium, 20% low)
- Title IX (29% high, 59% medium, 12% low)
- Influencing others to reach agreement; negotiation skills (20% high, 60% medium, 20% low)
Q10B - Potential Training Topics for **Management Staff**. This section should be completed only if you are currently in a management role. Please review the list(s) below.

Instructions: 1. First, check only those topics of interest that would improve your knowledge and performance in your current role. 2. For those items you’ve checked, mark how important you consider such training to your performance in your current role.

<table>
<thead>
<tr>
<th>Topic</th>
<th>High Importance</th>
<th>Medium Importance</th>
<th>Low Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating an inclusive workplace; cultural adaptability;</td>
<td>79%</td>
<td>15%</td>
<td>6%</td>
</tr>
<tr>
<td>Coaching, developing, and managing others</td>
<td>75%</td>
<td>25%</td>
<td>0%</td>
</tr>
<tr>
<td>Having difficult conversations</td>
<td>71%</td>
<td>24%</td>
<td>6%</td>
</tr>
<tr>
<td>Improving work culture and engagement</td>
<td>69%</td>
<td>31%</td>
<td>0%</td>
</tr>
<tr>
<td>Planning, leading and managing change</td>
<td>69%</td>
<td>25%</td>
<td>6%</td>
</tr>
<tr>
<td>Performance management; giving direct actionable...</td>
<td>68%</td>
<td>29%</td>
<td>3%</td>
</tr>
<tr>
<td>Thinking strategically, seeing the &quot;big picture&quot;</td>
<td>68%</td>
<td>23%</td>
<td>10%</td>
</tr>
<tr>
<td>Giving and receiving constructive feedback</td>
<td>68%</td>
<td>26%</td>
<td>6%</td>
</tr>
<tr>
<td>Conflict management and mediation</td>
<td>68%</td>
<td>26%</td>
<td>6%</td>
</tr>
<tr>
<td>Workplace ethics, integrity, and responsibility</td>
<td>67%</td>
<td>27%</td>
<td>7%</td>
</tr>
<tr>
<td>Budget fundamentals and the Whitman financial model</td>
<td>67%</td>
<td>20%</td>
<td>13%</td>
</tr>
<tr>
<td>Building and leading collaborative teams</td>
<td>61%</td>
<td>29%</td>
<td>10%</td>
</tr>
<tr>
<td>Governance: How decisions are made at Whitman</td>
<td>59%</td>
<td>28%</td>
<td>14%</td>
</tr>
<tr>
<td>Recruiting for talent and retention</td>
<td>56%</td>
<td>24%</td>
<td>20%</td>
</tr>
<tr>
<td>Management philosophy and practice</td>
<td>53%</td>
<td>38%</td>
<td>9%</td>
</tr>
<tr>
<td>Title IX</td>
<td>39%</td>
<td>48%</td>
<td>13%</td>
</tr>
<tr>
<td>Employment law overview</td>
<td>32%</td>
<td>39%</td>
<td>29%</td>
</tr>
</tbody>
</table>
Q11A - In your opinion, what are the Top Three Priority Training Topics for Individual Contributor Staff at Whitman?

**Top 3**

1. Working effectively in teams
2. Creating an inclusive workplace
2. Technology training (computer skills, software, Colleague system.

**Other Highly Rated**

3. Open communication and transparency
4. Governance: How Decisions are made at Whitman
4. Budget Fundamentals; the Whitman financial model
5. Workplace ethic, integrity
6. Collaborating with others to accomplish objectives
6. Influencing others to reach agreement (negotiation skills)
6. Supervising students
6. FERPA training
6. Giving and receiving constructive feedback
6. Having difficult conversations
Q11B - In your opinion, what are the Top Three Priority Training Topics for Management Staff at Whitman?

**Top 3**

1. Having difficult conversations
2. Creating an inclusive workplace
3. Performance management: Giving actionable feedback
4. Planning leading, and managing change

**Other Highly Rated**

3. Building and leading collaborative teams
4. Giving and receiving constructive feedback
5. Managing conflict
6. General role of a manager; management philosophy and practice
7. Thinking strategically, seeing the big picture
8. Coaching, developing and managing others.