



STAFF DEVELOPMENT SURVEY COMPARISON REPORT

2005/2007

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Minnesota State Colleges and Universities

Human Resources



2005/2007 Staff development survey comparison report

This report is part of a system wide effort to address training and leadership development needs for staff among Minnesota State Colleges and Universities.

Included in this report are the results of the 2005 and 2007 non-faculty staff development surveys. The goal of the staff development surveys is to examine participation in professional development activities, perceptions of available resources for development, and need for specific types of development opportunities. Results from this comparison report will be used to help MNSCU plan for future staff development opportunities.

Interpreting Results

Results are presented in tables that include the following:

- Percent of employees that selected each response per question.
- Total number of employees that selected each response per question.
- Total number of employees that answered each item question per year.
- Percent change from 2005 to 2007 for each response per question.

The 2005 survey yielded an overall response rate of 46.36%, with a total of 2979 surveys completed. The 2007 survey yielded an overall response rate of 46%, with a total of 3382 surveys completed.

In some cases, certain questions are incompatible between the 2005 and 2007 surveys. In such instances where data is not available, Not Applicable (NA) appears in the table.

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1. Have you attended any professional/staff development or training activities on your campus or in the Minnesota State Colleges and Universities System in the past year?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Yes	78.64%	2327	82.3%	2776	3.7%
No	21.36%	632	17.7%	597	-3.7%
Total		2959		3373	

1b. If yes, was this training through: (Check all that apply.)	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Your campus (e.g., new employee orientation, staff professional development days)	85.38%	1963	85.6%	2343	0.2%
Office of the Chancellor (e.g. Art and Science of Supervision, Labor Relations Symposium)	34.36%	790	31.0%	847	-3.4%
State of Minnesota, Department of Administration (e.g., Managerial Core, facilitation skills)	8.00%	184	9.4%	257	1.4%
Total		2299		2736	

2. How many activities have you attended in the past year?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
None	16.31%	486	13.7%	457	-2.6%
1	21.92%	653	18.8%	626	-3.1%
2	26.25%	782	26.3%	876	0.1%
3	15.07%	449	16.6%	554	1.5%
4 or More	15.68%	467	24.6%	820	8.9%
Total		2979		3333	

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3. What type(s) of training or professional/staff development activities have you attended in the past year through your institution, the Minnesota State Colleges and Universities System, or the state? (Check all that apply.)	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
AFSCME "Frontline" Conference	NA	NA	7.2%	233	NA
AQIP, quality improvement training	NA	NA	7.9%	257	NA
Campus Professional Development Day/Staff Development Day	42.4%	1212	50.4%	1639	8.0%
Computer Skills Training	25.2%	719	28.9%	940	3.7%
Customer Service Training	15.2%	434	9.6%	312	-5.6%
Data Privacy/Security Awareness	NA	NA	43.6%	1417	NA
Discipline-specific conference/meeting (Academic Affairs, Finance, Human Resources, etc.)	13.9%	396	14.1%	460	0.2%
Diversity Training	27.6%	788	19.6%	639	-8.0%
Financial Contracts	NA	NA	2.3%	75	NA
Job-specific Training	30.0%	856	22.8%	742	-7.2%
Labor Relations Symposium	NA	NA	2.9%	94	NA
Luoma Leadership Academy	NA	NA	2.1%	68	NA
Managerial Core Training (Department of Administration)	1.4%	40	0.8%	26	-0.6%
Minnesota State Colleges and Universities course using tuition waiver	5.3%	150	4.3%	140	-1.0%
New Employee Orientation	10.3%	294	8.2%	268	-2.1%
Pursuing degree through the Minnesota State Colleges and Universities System using tuition waiver	NA	NA	3.2%	105	NA
Required Training (Safety Training, Bloodborne Pathogens, Security Awareness etc.)	24.2%	691	26.1%	848	1.9%
Supervisory Training (Art and Science of Supervision)	NA	NA	4.9%	160	NA
Technical Training (ISRS, SCUPPS, BRIO, etc.)	NA	NA	14.7%	479	NA
None	11.4%	325	8.4%	272	-3.0%
Other (Please describe)	11.6%	330	12.2%	398	0.6%
Design/Web Enhancement Training	5.0%	142	NA	NA	NA
Supervisory Core Training	3.4%	98	NA	NA	NA
MNSCU College/University Course Using Self Funding for Tuition	1.5%	42	NA	NA	NA
MNSCU Leadership Academy	1.4%	39	NA	NA	NA
Degree Completion Through MNSCU Using Tuition Waiver	1.6%	45	NA	NA	NA
Total		2858		3253	

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4. If you did not attend training offered on your campus or within the Minnesota State Colleges and Universities System, what were the reasons? (Check all that apply.)	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
The topic was not applicable to my work	41.8%	345	44.3%	508	2.5%
Timing conflicted with my work commitments (meetings, deadlines, etc.)	53.2%	439	51.9%	595	-1.3%
Timing conflicted with personal commitments (lunch time, after work hours, vacation)	14.5%	120	14.0%	160	-0.5%
My supervisor did not grant release time for me to attend the training	5.2%	43	5.8%	67	0.6%
Funds were not available	15.7%	130	11.3%	129	-4.4%
Other	15.5%	128	19.9%	228	4.4%
Total		826		1146	

5. What type of training or professional development activities have you attended in the past year outside of the Minnesota State Colleges and Universities System? (Check all that apply)	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Professional Organization state/regional conference	24.3%	683	27.4%	855	3.1%
Professional Organization national conference	19.1%	537	19.3%	602	0.2%
Professional Organization seminars or meetings	21.4%	602	22.5%	700	1.1%
Union-sponsored convention, workshop, or meeting	4.7%	133	6.7%	208	2.0%
Training Event through an outside vendor, such as: Skillpath, CareerTrack	17.3%	488	13.8%	429	-3.5%
Course through a higher education institution other than the Minnesota State Colleges and Universities System	4.9%	138	5.0%	157	0.1%
Pursuing degree through another higher education system	2.8%	78	4.9%	154	2.1%
Leadership Development (Harvard Management Program, Chair Academy, ACE Fellow, other)	3.1%	86	3.7%	114	0.6%
None	44.0%	1237	38.9%	1212	-5.1%
Other (Please describe)	4.9%	138	7.6%	237	2.7%
Total		2814		3118	

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	2005		2007		
6. If you checked leadership development, please specify which of the following external programs you have attended in the last year:	Response Percent	Response Total	Response Percent	Response Total	Percent Change
AACC Future Leaders Institute	4.3%	2	1.7%	3	-2.6%
American Council on Education (ACE) Fellows Program	6.4%	3	1.7%	3	-4.7%
The Chair Academy Leadership and Training Program	27.7%	27	17.6%	31	-10.1%
Community College Leadership Development Institute (CCLDI) Leadership Academy	2.1%	1	1.7%	3	-0.4%
Harvard Graduate School of Education: Management Development Program	2.1%	1	2.3%	4	0.2%
Harvard Graduate School of Education: Institute for Educational Management	2.1%	1	0.6%	1	-1.5%
Harvard Graduate School of Education: Institute for Management and Leadership in Education	0.0%	0	1.1%	2	1.1%
League for Innovation in the Community College Executive Leadership	0.0%	0	2.8%	5	2.8%
Local Chamber of Commerce Leadership Program	NA	NA	19.3%	34	NA
Other (Please list)	57.5%	27	56.8%	100	-0.7%
Bush Fellowship	2.1%	1	NA	NA	NA
Total		47		176	

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7. In your estimation, how much money has your department/unit invested in your professional/career development in the last year? (Include conference registrations, course/workshop fees, professional memberships, trade publications, books, travel, etc.)	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
\$0	23.0%	684	19.7%	645	-3.3%
\$0-\$100	20.2%	602	15.9%	519	-4.3%
\$100-\$250	14.1%	420	14.1%	462	0.0%
\$250-\$500	13.4%	368	14.0%	457	0.7%
\$500-\$750	6.4%	191	7.8%	254	1.4%
\$750-\$1000	5.9%	176	7.2%	235	1.3%
\$1000-\$1500	6.4%	191	6.9%	224	0.5%
\$1500-\$2000	4.5%	134	5.3%	173	0.8%
over \$2000	5.1%	153	9.1%	298	4.0%
Total		2979		3267	

8. In your estimation, how much money have you personally invested in your own professional development in the last year? (Include conference registrations, course/workshop fees, professional memberships, trade publications, books, travel, etc.)	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
\$0	26.0%	774	28.0%	927	2.0%
\$0-\$100	24.5%	730	24.3%	804	-0.2%
\$100-\$250	14.7%	437	16.5%	547	1.8%
\$250-\$500	11.4%	339	10.9%	362	-0.5%
\$500-\$750	5.7%	169	6.3%	210	0.6%
\$750-\$1000	4.7%	140	3.7%	124	-1.0%
\$1000-\$1500	2.5%	73	3.0%	98	0.6%
\$1500-\$2000	2.4%	70	1.7%	55	-0.7%
over \$2000	5.7%	171	5.5%	181	-0.2%
Total		2979		3308	

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9. If you were to register for a training program tomorrow to fill your professional/career development needs, which of the following would you choose? (check all that apply)	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Budgeting/Financial systems	14.7%	428	16.8%	556	2.1%
Building effective work teams	24.7%	719	22.9%	756	-1.8%
Coaching performance	13.3%	387	12.1%	400	-1.2%
Communication/interpersonal skills	25.9%	754	25.8%	853	-0.1%
Computer skills	47.5%	1380	42.8%	1411	-4.7%
Data Privacy	11.0%	320	6.6%	219	-4.4%
Decision making	17.8%	517	16.0%	529	-1.8%
Diversity training	14.6%	425	10.8%	358	-3.8%
Hiring and orientation	7.1%	205	6.9%	228	-0.1%
HR systems training	5.5%	161	5.0%	166	-0.5%
Job-specific knowledge or skill training	65.5%	1905	49.6%	1636	-15.9%
Labor contracts	NA	NA	7.6%	252	NA
Leadership development	28.2%	819	28.7%	946	0.5%
Managing conflict	26.5%	771	23.1%	763	-3.4%
Safety training	8.3%	241	9.7%	319	1.4%
Strategic planning	17.5%	509	15.0%	495	-2.5%
Supervisory training	NA	NA	18.1%	598	NA
Technical training (ISRS, SCUPPS, BRIO, etc.)	NA	NA	28.4%	936	NA
Other (Please describe)	4.7%	136	7.8%	259	3.1%
Managing a successful staff	22.8%	663	NA	NA	NA
Future directions in higher education	23.1%	673	NA	NA	NA
Technology	30.9%	897	NA	NA	NA
Total		2908		3300	

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10. How do you prefer to receive training? (Choose one)	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
In-person group workshops	91.1%	2637	71.8%	2408	-19.3%
Online tutorials (D2L, web based learning)	30.3%	877	11.9%	400	-18.4%
Pre-taped video programs (through DVD or web)	15.1%	436	2.1%	72	-13.0%
Live Computer/Web Conferencing	17.3%	500	4.3%	145	-13.0%
Live workshops delivered through ITV	16.8%	485	1.8%	61	-15.0%
One-on-one coaching from supervisor or another individual in the workplace	30.8%	891	8.0%	267	-22.8%
Total		2896		3352	

11. From a personal perspective, what is most important for you to support your professional development and perform at your best? Rate the importance of each of the following:	2005				2007				Percent Change		
	not important	somewhat important	extremely important	Response Total	not important	important	very important	Response Total	not important	somewhat important	extremely important
Individual coaching/feedback and mentoring	12.62% (373)	50.34% (1488)	37.04% (1095)	2956	11.8% (399)	55.2% (1859)	33% (1111)	3369	-0.8%	4.9%	-4.0%
job-specific skills/knowledge training	1.18% (35)	19.81% (586)	79.01% (2337)	2958	1.6% (55)	31% (1044)	67.4% (2270)	3369	0.4%	11.2%	-11.6%
leadership opportunities (challenging assignments, institution-wide or systemwide committee service, mobility assignments, etc.)	11.65% (343)	46.55% (1371)	41.8% (1231)	1231	16.4% (554)	49.9% (1681)	33.7% (1134)	3369	4.8%	3.4%	-8.1%
supervisory/management training	16.82% (495)	53.08% (1562)	30.11% (886)	2943	28% (943)	50.5% (1703)	21.5% (723)	3369	11.2%	-2.6%	-8.6%

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	2005				2007				Percent Change		
	not important	somewhat important	extremely important	Response Total	not important	important	very important	Response Total	not important	somewhat important	extremely important
12. From your perspective, given limited budget, what is most important for the Minnesota State Colleges and Universities System to provide for the system to perform at its best? Rate the importance of each of the following:											
Individual coaching/feedback and mentoring	6.36% (187)	48.23% (1418)	45.41% (1335)	2940	12.5% (409)	57.8% (1893)	29.7% (974)	3276	6.1%	9.6%	-15.7%
job-specific skills/knowledge training	1.33% (39)	16.17% (475)	82.5% (2423)	2423	1.9% (63)	30.5% (1013)	67.6% (2250)	3326	0.6%	14.3%	-14.9%
supervisory/management training	4.51% (132)	32.70% (1838)	62.79% (1838)	2927	11.2% (366)	55.8% (1827)	33% (1079)	3372	6.7%	23.1%	-29.8%
leadership opportunities (challenging assignments, institution-wide or systemwide committee service, mobility assignments, etc.)	4.06% (119)	38.57% (1130)	57.37% (1810)	2794	13.4% (441)	55.4% (1818)	31.2% (1023)	3282	9.3%	16.8%	-26.2%

	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
13. Are you familiar with the employee development philosophy above?					
Yes	NA	NA	28.3%	951	NA
No	NA	NA	71.7%	2410	NA
Total				3361	

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	2005		2007		
13b. If yes, how did you learn about it?	Response Percent	Response Total	Response Percent	Response Total	Percent Change
my supervisor	NA	NA	24.2%	240	NA
my HR office	NA	NA	29.0%	287	NA
my peers	NA	NA	13.7%	136	NA
my president	NA	NA	14.2%	141	NA
college/university newsletter	NA	NA	22.9%	227	NA
Other (Please list)	NA	NA	19.8%	196	NA
Total				990	

	2005		2007		
14. Have you received a performance evaluation in the last 12 months?	Response Percent	Response Total	Response Percent	Response Total	Percent Change
Yes	NA	NA	69.9%	2344	NA
No	NA	NA	30.1%	1008	NA
Total				3352	

	2005		2007		
15. Do you have an individual development plan that you have discussed with your immediate supervisor?	Response Percent	Response Total	Response Percent	Response Total	Percent Change
Yes	35.22%	984	47.8%	1600	12.6%
No	64.78%	1810	52.2%	1744	-12.6%
Total		2794		3344	

	2005		2007		
16. My supervisor encourages staff development opportunities	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	4.5%	129	3.5%	119	-0.9%
disagree	6.3%	183	5.5%	187	-0.8%
neither agree nor disagree	19.2%	557	15.4%	518	-3.8%
agree	42.0%	1217	40.2%	1356	-1.8%
strongly agree	28.0%	810	35.4%	1194	7.4%
Total		2896		3374	

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	2005		2007		
17. When I communicate a need for new skill training or knowledge, my supervisor helps me to find appropriate training	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	4.6%	134	4.0%	133	-0.6%
disagree	9.9%	287	9.0%	303	-0.9%
neither agree nor disagree	35.5%	1024	28.8%	968	-6.7%
agree	36.4%	1052	36.7%	1233	0.3%
strongly agree	13.5%	391	21.6%	727	8.1%
Total		2888		3364	

	2005		2007		
18. I have a current job description with clear performance expectations	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	6.3%	181	5.2%	174	-1.1%
disagree	11.5%	333	10.5%	354	-1.0%
neither agree nor disagree	14.1%	406	14.9%	500	0.8%
agree	49.2%	1423	45.6%	1535	-3.6%
strongly agree	18.9%	547	23.9%	803	5.0%
Total		2890		3366	

	2005		2007		
19. My institution /workplace has a clear policy on use of professional development funds	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	5.5%	160	4.4%	148	-1.1%
disagree	12.9%	371	11.2%	377	-1.7%
neither agree nor disagree	30.0%	865	28.4%	955	-1.6%
agree	40.0%	1155	40.9%	1372	0.9%
strongly agree	11.5%	331	15.1%	506	3.6%
Total		2882		3358	

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	2005		2007		
20. My institution/workplace has a clear process for sponsoring individuals for professional development opportunities	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	6.5%	188	5.7%	193	-0.8%
disagree	16.3%	469	12.6%	425	-3.7%
neither agree nor disagree	33.3%	961	32.4%	1090	-0.9%
agree	35.0%	1010	36.4%	1255	1.4%
strongly agree	8.9%	256	12.8%	429	3.9%
Total		2884		3362	

	2005		2007		
21. My institution/workplace encourages staff development opportunities	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	4.3%	124	3.8%	127	-0.5%
disagree	9.9%	285	8.6%	288	-1.3%
neither agree nor disagree	21.7%	628	19.4%	652	-2.3%
agree	47.6%	1376	46.7%	1571	-0.9%
strongly agree	16.5%	477	21.7%	729	5.2%
Total		2890		3367	

	2005		2007		
22. My campus hosts staff development or professional development days	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	3.8%	110	2.4%	81	-1.4%
disagree	9.8%	283	5.9%	199	-3.9%
neither agree nor disagree	17.9%	516	16.7%	558	-1.2%
agree	50.9%	1471	48.8%	1633	-2.1%
strongly agree	17.7%	510	26.2%	875	8.6%
Total		2890		3346	

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	2005		2007		
23. There is adequate attention given to staff development planning at my institution	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	7.7%	222	7.4%	247	-0.3%
disagree	24.3%	703	16.8%	564	-7.5%
neither agree nor disagree	29.4%	853	28.8%	968	-0.6%
agree	31.7%	918	35.6%	1194	3.9%
strongly agree	7.0%	202	11.4%	383	4.4%
Total		2898		3356	

	2005		2007		
My professional development is closely related to my individual development plan.	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	2.7%	37	NA	NA	NA
disagree	5.1%	69	NA	NA	NA
neither agree nor disagree	20.7%	280	NA	NA	NA
agree	53.4%	722	NA	NA	NA
strongly agree	18.1%	244	NA	NA	NA
Total		1352		NA	

	2005		2007		
My performance is reviewed annually by my supervisor.	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	6.3%	183	NA	NA	NA
disagree	10.3%	296	NA	NA	NA
neither agree nor disagree	12.7%	366	NA	NA	NA
agree	44.4%	1282	NA	NA	NA
strongly agree	26.3%	758	NA	NA	NA
Total		2885		NA	

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	2005		2007		
24. Do you currently supervise or manage others?	Response Percent	Response Total	Response Percent	Response Total	Percent Change
Yes	37.0%	1074	36.9%	1250	-0.1%
No	63.0%	1832	63.1%	2133	0.1%
Total		2906		3383	

	2005		2007		
25. During the first year of your supervisory position which of the following activities did you participate in?	Response Percent	Response Total	Response Percent	Response Total	Percent Change
Books	23.6%	250	30.6%	380	7.0%
Coaching from my supervisor	37.8%	400	49.2%	610	11.4%
College coursework	11.8%	125	12.7%	157	0.9%
Peer mentoring (getting advice from colleagues)	37.2%	394	45.1%	559	7.9%
Supervisory Core through the Department of Administration	22.5%	238	17.1%	212	-5.4%
Supervisory Staff Meetings (on your campus)	32.8%	347	29.3%	363	-3.5%
Supervisory Training through MNSCU (Art and Science of Supervision)	NA	NA	10.6%	132	NA
None	25.8%	273	19.1%	237	-6.7%
Other (Please describe)	5.4%	57	8.6%	107	3.2%
Other supervisory training	12.8%	135	NA	NA	NA
Total		1059		1240	

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26. Which of these were most useful to you in your first year as a supervisor?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Books	11.9%	370	13.2%	157	1.3%
Coaching from my supervisor	38.5%	370	44.3%	525	5.8%
College coursework	7.5%	72	7.8%	93	0.3%
Peer mentoring (getting advice from colleagues)	37.4%	359	44.2%	524	6.8%
Supervisory Core through the Department of Administration	15.9%	153	10.7%	127	-5.2%
Supervisory Staff Meetings (on your campus)	19.3%	185	15.6%	185	-3.7%
Supervisory Training through MNSCU (Art and Science of Supervision)	NA	NA	8.6%	102	NA
None	20.5%	197	14.8%	175	-5.7%
Other (Please describe)	4.0%	38	7.2%	85	3.3%
Other supervisory training	7.8%	75	NA	NA	NA
Total		961		1185	

27. Are you likely to participate in supervisory/managerial development activities on an annual basis?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Yes	59.0%	626	67.3%	832	8.3%
No	41.0%	435	32.7%	404	-8.3%
Total		1061		1236	

28. Does your supervisor encourage you to participate in regular supervisory/managerial development activities?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Yes	50.8%	531	56.4%	690	5.6%
No	49.2%	514	43.6%	534	-5.6%
Total		1045		1224	

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29. In my annual performance review, I am rated on my supervisory/managerial effectiveness (how I get work done through others).	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
strongly disagree	4.6%	49	3.8%	47	-0.8%
disagree	10.4%	110	7.1%	88	-3.3%
neither agree nor disagree	27.7%	294	26.8%	330	-0.9%
agree	42.8%	454	44.2%	544	1.4%
strongly agree	14.5%	154	18.0%	222	3.5%
Total		1061		1231	

30. I conduct annual performance reviews with my staff.	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
strongly disagree	3.1%	33	3.0%	37	-0.1%
disagree	9.7%	103	8.8%	108	-0.9%
neither agree nor disagree	21.2%	225	22.2%	273	1.1%
agree	41.3%	439	36.8%	453	-4.5%
strongly agree	24.8%	264	29.2%	360	4.4%
Total		1064		1231	

31. I sponsor and/or promote staff development activities at my institution/Office of the Chancellor.	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
strongly disagree	2.5%	27	2.5%	31	0.0%
disagree	7.2%	77	7.8%	96	0.6%
neither agree nor disagree	23.6%	251	26.3%	322	2.7%
agree	44.2%	470	38.6%	472	-5.6%
strongly agree	22.5%	239	24.8%	303	2.3%
Total		1064		1224	

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	2005		2007		
32. I provide release time for my staff to attend staff development activities (workshops, courses, conferences, etc.).	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	1.9%	20	1.9%	23	0.0%
disagree	2.7%	28	2.3%	28	-0.4%
neither agree nor disagree	20.3%	214	20.9%	256	0.6%
agree	44.3%	468	38.4%	471	-5.9%
strongly agree	30.9%	327	36.5%	447	5.6%
Total		1057		1225	

	2005		2007		
33. I encourage staff to create their own professional development plans.	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	1.8%	19	1.7%	21	-0.1%
disagree	5.5%	58	4.8%	59	-0.7%
neither agree nor disagree	30.4%	321	27.5%	337	-2.9%
agree	42.1%	445	40.2%	493	-1.9%
strongly agree	20.2%	213	25.7%	315	5.5%
Total		1056		1225	

	2005		2007		
34. I actively encourage staff to enhance their development by taking on challenging assignments.	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	1.1%	12	1.4%	17	0.3%
disagree	1.9%	20	1.7%	21	-0.2%
neither agree nor disagree	20.7%	219	20.0%	244	-0.7%
agree	53.3%	564	50.0%	611	-3.3%
strongly agree	23.0%	244	26.9%	329	3.9%
Total		1059		1222	

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	2005		2007		
35. I actively nominate individuals for institution or system committee assignments.	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	2.4%	25	2.9%	36	0.5%
disagree	13.1%	137	10.6%	130	-2.5%
neither agree nor disagree	41.2%	433	41.1%	504	-0.1%
agree	32.5%	341	32.1%	393	-0.4%
strongly agree	10.9%	114	13.3%	163	2.4%
Total		1050		1226	

	2005		2007		
36. I support my staff pursuing other job opportunities within the institution or within the Minnesota State Colleges and Universities System that may meet their development needs.	Response Percent	Response Total	Response Percent	Response Total	Percent Change
strongly disagree	1.4%	15	1.7%	21	0.3%
disagree	3.8%	40	3.7%	45	-0.1%
neither agree nor disagree	30.5%	322	29.7%	361	-0.8%
agree	46.7%	493	44.2%	538	-2.5%
strongly agree	17.6%	186	20.7%	252	3.1%
Total		1056		1217	

	2005		2007		
37. Do you currently supervise other supervisors?	Response Percent	Response Total	Response Percent	Response Total	Percent Change
Yes	25.8%	274	22.3%	279	-3.5%
No	74.2%	789	77.7%	971	3.5%
Total		1063		1250	

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38. During annual performance reviews, do you evaluate your staff on their supervisory/managerial effectiveness (how they get work done through others)?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
strongly disagree	1.9%	5	NA	NA	NA
disagree	2.2%	6	NA	NA	NA
neither disagree nor agree	15.1%	41	NA	NA	NA
agree	58.3%	158	NA	NA	NA
strongly agree	22.5%	61	NA	NA	NA
yes	NA	NA	91.7%	254	NA
no	NA	NA	8.3%	23	NA
Total		271		277	

39. What is your gender?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Male	30.3%	889	29.8%	997	-0.5%
Female	69.7%	2042	70.2%	2344	0.5%
Total		2931		3341	

40. What is your age?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
under 21	0.03%	1	0.1%	3	0.1%
21-30	10.7%	319	9.9%	329	-0.8%
31-40	18.4%	548	18.5%	616	0.1%
41-50	33.5%	998	30.5%	1016	-3.0%
51-60	31.4%	936	34.4%	1144	3.0%
61 or older	4.9%	145	6.6%	219	1.7%
Total		2979		3327	

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41. What is your ethnicity?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
African-American	1.8%	52	2.2%	73	0.5%
American Indian	0.7%	22	0.9%	30	0.2%
Asian-American/Asian-Pacific American	1.7%	52	1.9%	62	0.2%
Caucasian/Non-Hispanic	90.2%	2686	89.5%	2954	-0.7%
Chicano/Latino	0.9%	26	1.0%	33	0.1%
Multi-Racial	0.9%	27	1.4%	46	0.5%
Other	1.7%	50	3.1%	103	1.4%
Total		2979		3301	

42. Where do you work?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Office of the Chancellor	5.3%	159	5.9%	194	0.6%
Alexandria Technical College	1.8%	52	2.0%	67	0.3%
Anoka-Ramsey Community College	1.9%	55	2.8%	92	1.0%
Anoka Technical College	1.0%	30	1.8%	58	0.8%
Bemidji State University	3.4%	100	3.5%	114	0.1%
Central Lakes College	2.1%	64	2.4%	78	0.3%
Century College	3.9%	119	3.9%	128	0.0%
Dakota County Technical College	2.7%	79	2.0%	67	-0.7%
Fond du Lac Tribal and Community College	1.1%	32	0.9%	28	-0.2%
Hennepin Technical College	2.9%	89	2.6%	86	-0.3%
Hibbing Community College	1.0%	31	0.7%	23	-0.3%
Inver Hills Community College	2.7%	80	1.8%	60	-0.9%
Itasca Community College	0.4%	12	0.6%	21	0.2%
Lake Superior College	2.0%	59	2.6%	87	0.6%
Mesabi Range Community and Technical College	0.8%	25	0.5%	17	-0.3%
Metropolitan State University	3.8%	113	4.9%	160	1.1%
Minneapolis Community and Technical College	5.1%	151	4.8%	158	-0.3%
Minnesota State College-Southeast Technical	1.8%	53	0.8%	25	-1.0%
Minnesota State Community and Technical College	3.3%	98	3.7%	123	0.4%
Minnesota State University, Mankato	10.2%	305	7.2%	238	-3.0%

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Minnesota State University Moorhead	4.1%	121	5.8%	192	1.7%
Minnesota West Community and Technical College	2.1%	60	1.9%	61	-0.2%
Normandale Community College	3.3%	98	3.3%	109	0.0%
North Hennepin Community College	1.9%	57	2.0%	65	0.1%
Northland Community and Technical College	1.8%	55	1.2%	41	-0.6%
Northwest Technical College - Bemidji	0.6%	17	0.5%	17	-0.1%
Pine Technical College	0.4%	13	1.2%	40	0.8%
Rainy River Community College	0.2%	6	0.2%	6	0.0%
Ridgewater College	2.6%	75	2.9%	94	0.3%
Riverland Community College	2.3%	68	2.1%	68	-0.2%
Rochester Community and Technical College	2.1%	61	1.7%	56	-0.4%
St. Cloud State University	7.2%	215	8.6%	283	1.4%
St. Cloud Technical College	0.9%	27	1.9%	64	1.0%
Saint Paul College	0.9%	27	2.2%	73	1.3%
South Central College	1.7%	53	1.6%	51	-0.1%
Southwest Minnesota State University	2.5%	75	2.8%	91	0.3%
Vermillion Community College	0.3%	10	0.3%	11	0.0%
Winona State University	5.2%	154	4.2%	138	-1.0%
Total		2979		3284	

	2005		2007		
43. How many years have you been employed by Minnesota State Colleges and Universities or one of its predecessors?	Response Percent	Response Total	Response Percent	Response Total	Percent Change
0-1 year	9.2%	275	9.1%	304	-0.1%
1-3 years	11.1%	331	15.8%	529	4.7%
3-10 years	32.9%	980	31.6%	1058	-1.3%
10-20 years	26.7%	794	24.2%	810	-2.5%
20-30 years	13.6%	405	13.9%	465	0.3%
over 30 years	5.0%	149	5.5%	184	0.5%
Total		2979		3350	

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44. What division/area do you report to?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
Academic Affairs/Academic Department	11.3%	337	21.3%	709	10.0%
Customized Training/Continuing Education	5.6%	166	5.8%	192	0.2%
Development/Advancement/Foundation	2.6%	77	2.6%	85	0.0%
Facilities/Building Services	6.7%	200	7.5%	249	0.8%
Finance/Business Office	9.1%	270	9.4%	314	0.3%
General Administrative Services	5.5%	164	3.8%	127	-1.7%
Human Resources	4.1%	122	3.6%	119	-0.5%
Information Technology	11.1%	330	9.1%	302	-2.0%
Marketing/Public Relations/Communications	2.2%	65	2.0%	66	-0.2%
President's Office/Chancellor's Office	1.9%	57	4.6%	153	2.7%
Student Affairs/Student Services/Student Life	22.9%	682	22.3%	743	-0.6%
Other (please describe)	15.5%	461	8.1%	268	-7.4%
Total		2979		3327	

45. What bargaining agreement or plan are you covered by?	2005		2007		Percent Change
	Response Percent	Response Total	Response Percent	Response Total	
AFSCME	44.9%	1337	44.3%	1471	-0.6%
MAPE	22.6%	673	25.2%	838	2.6%
MMA	7.3%	217	7.4%	245	0.1%
MSUAASF	9.4%	280	9.9%	329	0.5%
MNA	0.2%	7	0.2%	8	0.0%
MGEC	0.0%	0	0.1%	3	0.1%
Commissioner's Plan	4.6%	137	4.0%	132	-0.6%
Classified Managerial Plan	0.6%	17	0.5%	18	-0.1%
Administrators Plan	9.1%	270	8.3%	277	-0.8%
Total		2979		3321	