



# 2025

## Engagement Survey Report

Bethel University

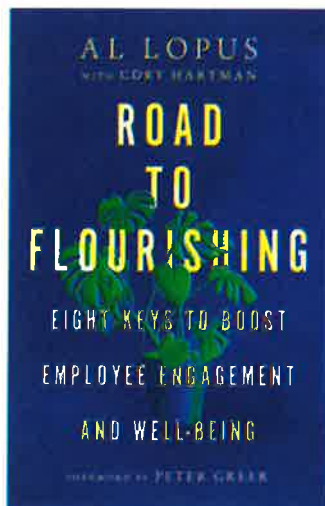
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## **Road to Flourishing: 8 Keys to Boost Employee Engagement and Well-Being**

Road to Flourishing will help you discover how to create a workplace where people thrive and love what they do and where they work.

## FLOURISH MODEL COLOR CODING

Throughout the report we will be using the following color coding to represent the drivers that impact employee engagement toward a Flourishing workplace.

Fantastic Teams	Uplifting Growth	Sustainable Strategy
Life-Giving Work	Rewarding Compensation	Healthy Communication
Outstanding Talent	Inspirational Leadership	Engagement Indicators*

\*The questions in the "Engagement Indicators" category are not drivers of engagement, but rather the dependent variables used for data analysis.



# OVERALL SUMMARY

Year	Overall Score	Percentile Ranking
2025	3.82	36th
2024	3.78	32nd
2023	3.70	26th



## Overall Engagement Survey Comparisons



Your scores are compared with other organizations in our Higher Education Sector, with a 50th percentile score of 3.93 over the past five years. The sector comparison includes 58 other organizations with a total of 28,345 completed surveys. Your overall score is at the 36th percentile of your sector. Your score is based on a 5-point scale where 5 is Strongly Agree and 1 is Strongly Disagree. To give you an idea of organizations in the sector comparison groups, the Certified organizations (Overall Score of 4.00+) can be viewed at [www.workplaces.org/certification](http://www.workplaces.org/certification).

## LEVEL OF ENGAGEMENT

Engagement is a measure demonstrating your employees' investments of energy and commitment to Bethel University. This chart indicates the percent of employees in each category based on their average scores on our core questionnaire.

Level of Engagement	2023	2024	2025	Sector Avg.
Engaged Average scores between 4.00 and 5.00	33.8 %	37.5 %	39.6 %	45.8 %
Neutral Average scores between 3.00 and 3.99	53.0 %	51.7 %	50.1 %	42.8 %
Disengaged Average scores below 3.00	13.2 %	10.8 %	10.3 %	11.4 %

## PARTICIPATION RATE

The participation rate for Bethel University's employees invited to participate in the survey is highlighted below:

	2024	2025
Total Surveys Distributed	507	493
Total Surveys Completed	389	389
Participation Rate	77 %	79 %
Targeted Surveys*	276	271

\*Targeted Surveys is the number of surveys required to establish a 95% confidence level, .5 standard deviation and a confidence interval of +/-5% based on the number of employees invited to survey.



# TREND COMPARISON

This report shows Bethel University's most significant changes from the previous survey.

## MOST FAVORABLE CHANGES

	Rank	This Year	Previous Survey	Difference	Question
	1	3.46	3.26	0.20	26. Bethel University provides good job security to employees that perform well.
	2	3.29	3.12	0.17	29. There is a high level of trust between leaders and employees at Bethel University.
	3	3.97	3.82	0.15	15. In the last six months, someone has talked to me about my progress.
	4	2.67	2.52	0.15	22. In comparison with people in similar jobs in other organizations, I feel I am paid fairly.
	5	3.97	3.82	0.15	53. I would recommend Bethel University to others as a good place to work.
	6	3.54	3.39	0.15	54. I would rate Bethel University as an exceptional place to work.
	7	4.33	4.20	0.13	7. The mission and goals at Bethel University make me feel my work is important.
	8	3.03	2.90	0.13	12. Bethel University retains highly capable employees.

## LEAST FAVORABLE CHANGES

	Rank	This Year	Previous Survey	Difference	Question
	1	3.26	3.68	-0.42	23. I am satisfied with my medical or health plan.
	2	3.80	3.88	-0.08	43. Diversity is clearly valued by people at Bethel University.
	3	3.82	3.88	-0.06	44. Leaders at Bethel University explain the reasons behind major decisions.
	4	3.24	3.29	-0.05	46. Bethel University acts on the suggestions of employees.
	5	4.21	4.24	-0.03	8. I know what is expected of me.
	6	4.07	4.10	-0.03	9. I have the decision-making authority I need to carry out my responsibilities effectively.
	7	3.80	3.83	-0.03	27. Over the past year, Bethel University has changed for the better.
	8	3.69	3.72	-0.03	45. Bethel University seeks the suggestions of employees.



# TOP AND BOTTOM 10

## 10 MOST FAVORABLE ITEMS

Scores are relative to other Higher Education. These are areas of strength you can build upon.

Rank	Question	Percentile Rank
1	1. Fellow employees are highly committed to excellence in their work.	77th
2	44. Leaders at Bethel University explain the reasons behind major decisions.	71st*
3	43. Diversity is clearly valued by people at Bethel University.	65th
4	52. Bethel University has an effective process to respond to unethical behavior, including harassment.	63rd
5	37. Leaders at Bethel University model humility.	61st*
6	16. My supervisor cares about me as a person.	60th
7	20. In the past year, I have had opportunities at work to learn and grow.	58th
8	11. Bethel University recruits and hires highly capable employees.	58th
9	45. Bethel University seeks the suggestions of employees.	56th
10	10. I am very satisfied with the opportunities I have to use my skills in my role.	55th

## IMPORTANCE OF STRENGTH AREAS TO EMPLOYEE ENGAGEMENT

\* Improving employee engagement starts by focusing on areas of strength that have the highest impact. In the percentile rank column on the table above we have put an asterisk next to the questions that have the most impact on employee engagement in organizations in the Higher Education sector. To determine which questions have the most influence on employee engagement, we regressed each question against the combination of these Engagement Indicator questions in the survey:

- I would recommend Bethel University to others as a good place to work.
- I would rate Bethel University as an exceptional place to work.
- I would prefer to remain with Bethel University even if a comparable role at a higher pay level were available in another organization.
- I am motivated to put in extra effort beyond what is expected to help Bethel University succeed.

For a full list of impact scores, also known as correlations, please see the Appendix: Sector Comparison.



## 10 LEAST FAVORABLE ITEMS

The 10 lowest scores relative to other Higher Education. The question with the 1st rank is the lowest.

	Rank	Question	Percentile Rank
	1	25. I am satisfied with my retirement plan(s).	7th
	2	23. I am satisfied with my medical or health plan.	13th
	3	26. Bethel University provides good job security to employees that perform well.	15th
	4	13. Bethel University effectively rewards top performers.	16th*
	5	22. In comparison with people in similar jobs in other organizations, I feel I am paid fairly.	18th
	6	12. Bethel University retains highly capable employees.	20th*
	7	18. I am satisfied with the recognition I receive for doing a good job.	26th
	8	14. Bethel University promotes highly capable employees.	27th*
	9	8. I know what is expected of me.	27th
	10	9. I have the decision-making authority I need to carry out my responsibilities effectively.	33rd

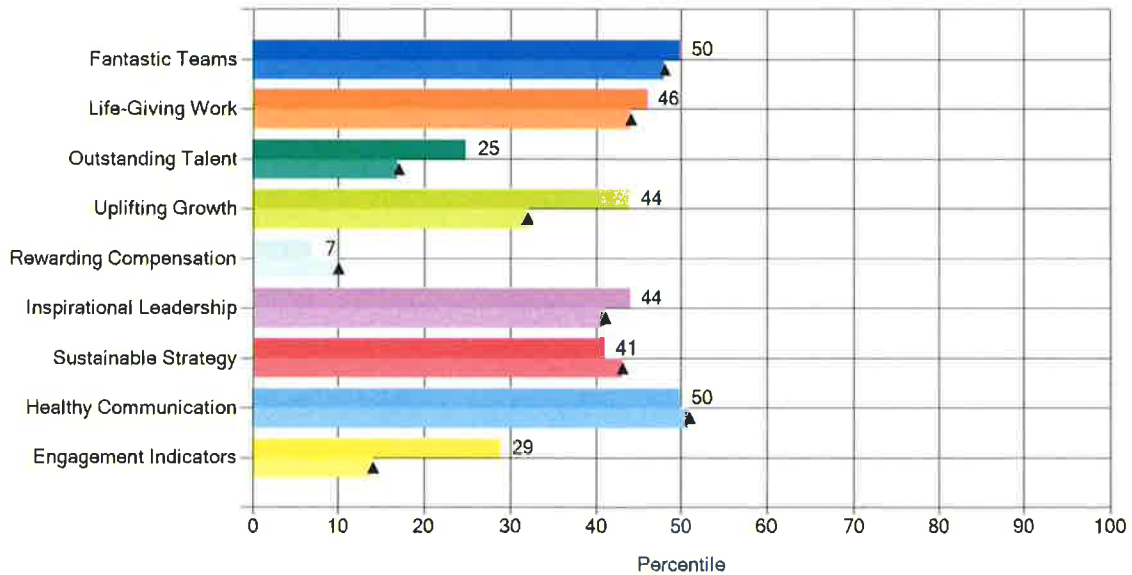
## IMPORTANCE OF THE LEAST FAVORABLE ITEMS:

Your least favorable items are the ones that create the greatest opportunity for you to increase employee engagement. Focusing on these areas provides the best opportunity for you to move towards a healthy, flourishing culture.



# FLOURISH MODEL

The labeled bars below represent your scores relative to other organizations in your Sector.



Last year's scores are indicated by a caret ▲.

## QUESTION BY QUESTION COMPARISON

	FLOURISH Driver/Question	Your Score	Vs. Last Survey	Percentile Rank
<b>Fantastic Teams</b>		<b>4.20</b>	<b>0.02</b>	<b>50th</b>
	1. Fellow employees are highly committed to excellence in their work.	4.57	-0.02	77th
	2. In my area we work effectively as a team.	4.46	0.02	50th
	3. At Bethel University, there is generally good teamwork across departments.	3.71	0.05	40th
	4. The people I work with exhibit good conflict resolution skills.	4.05	0.04	39th
<b>Life-Giving Work</b>		<b>4.19</b>	<b>0.03</b>	<b>46th</b>
	5. I am very satisfied with the opportunities I have to use my spiritual gifts in my role.	4.21	0.03	46th
	6. I have fun at work.	4.12	0.01	49th
	7. The mission and goals at Bethel University make me feel my work is important.	4.33	0.13	49th
	8. I know what is expected of me.	4.21	-0.03	27th
	9. I have the decision-making authority I need to carry out my responsibilities effectively.	4.07	-0.03	33rd
	10. I am very satisfied with the opportunities I have to use my skills in my role.	4.19	0.04	55th
<b>Outstanding Talent</b>		<b>3.19</b>	<b>0.10</b>	<b>25th</b>
	11. Bethel University recruits and hires highly capable employees.	3.99	0.04	58th
	12. Bethel University retains highly capable employees.	3.03	0.13	20th
	13. Bethel University effectively rewards top performers.	2.58	0.10	16th



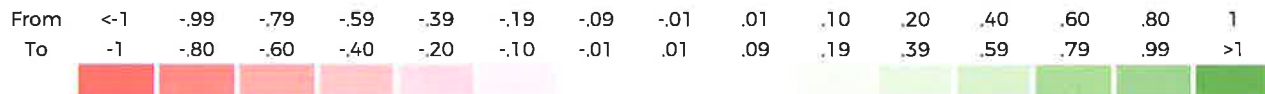
	FLOURISH Driver/Question	Your Score	Vs. Last Survey	Percentile Rank
	14. Bethel University promotes highly capable employees.	3.15	0.13	27th
	<b>Uplifting Growth</b>	<b>4.16</b>	<b>0.08</b>	<b>44th</b>
	15. In the last six months, someone has talked to me about my progress.	3.97	0.15	53rd
	16. My supervisor cares about me as a person.	4.60	0.05	60th
	17. My supervisor helps me to solve work-related problems.	4.49	0.06	53rd
	18. I am satisfied with the recognition I receive for doing a good job.	3.78	0.12	26th
	19. I receive the training needed to carry out my current assignment.	3.92	0.01	37th
	20. In the past year, I have had opportunities at work to learn and grow.	4.28	0.11	58th
	21. Someone at Bethel University encourages my development.	4.07	0.10	46th
	<b>Rewarding Compensation</b>	<b>3.26</b>	<b>-0.03</b>	<b>7th</b>
	22. In comparison with people in similar jobs in other organizations, I feel I am paid fairly.	2.67	0.15	18th
	23. I am satisfied with my medical or health plan.	3.26	-0.42	13th
	24. I am satisfied with my paid time off.	4.14	0.05	51st
	25. I am satisfied with my retirement plan(s).	3.05	0.07	7th
	<b>Inspirational Leadership</b>	<b>3.81</b>	<b>0.05</b>	<b>44th</b>
	26. Bethel University provides good job security to employees that perform well.	3.46	0.20	15th
	27. Over the past year, Bethel University has changed for the better.	3.80	-0.03	36th
	28. Bethel University is well-managed.	3.67	0.04	43rd
	29. There is a high level of trust between leaders and employees at Bethel University.	3.29	0.17	37th
	30. Bethel University conducts its activities openly and honestly.	3.70	0.03	50th
	31. Leaders at Bethel University model fairness and integrity.	3.87	-0.02	49th
	32. Leaders at Bethel University exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).	4.04	0.01	50th
	33. Leaders at Bethel University demonstrate compassion for people at all levels.	3.87	0.05	48th
	34. Overall, I am very satisfied with the level of Christian fellowship in Bethel University.	4.10	0.06	53rd
	35. Leaders at Bethel University keep a focus on putting Christ first in daily decision-making.	3.91	0.01	47th
	36. Bethel University reflects Christ to the world.	4.10	0.09	50th
	37. Leaders at Bethel University model humility.	3.95	0.04	61st
	<b>Sustainable Strategy</b>	<b>3.85</b>	<b>-0.01</b>	<b>41st</b>
	38. Bethel University has an effective strategy for meeting the needs of those we serve.	3.80	0.00	39th
	39. There is clear consensus on the goals of Bethel University.	3.72	0.01	39th
	40. Overall the quality of the programs/services which Bethel University offers meets the needs of those we serve.	3.94	-0.02	39th
	41. I would recommend that my family/friends use or support the programs/services of Bethel University.	4.07	0.01	42nd
	42. Over the past year, Bethel University has met its goals.	3.73	-0.01	39th
	<b>Healthy Communication</b>	<b>3.69</b>	<b>0.00</b>	<b>50th</b>
	43. Diversity is clearly valued by people at Bethel University.	3.80	-0.08	65th
	44. Leaders at Bethel University explain the reasons behind major decisions.	3.82	-0.06	71st
	45. Bethel University seeks the suggestions of employees.	3.69	-0.03	56th
	46. Bethel University acts on the suggestions of employees.	3.24	-0.05	41st
	47. In my area, we feel free to voice our opinions openly.	4.04	-0.03	50th



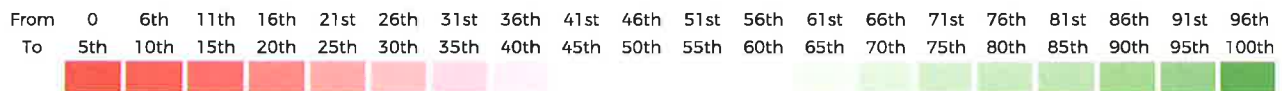
	FLOURISH Driver/Question	Your Score	Vs. Last Survey	Percentile Rank
	48. Bethel University involves employees in decisions that affect them.	3.17	-0.01	37th
	49. Employees at Bethel University are encouraged to experiment and to be innovative.	3.62	0.05	42nd
	50. At Bethel University we strive to help one another maintain life balance.	3.77	0.09	44th
	51. At Bethel University, people are responsible and held accountable for doing what they say they will do.	3.64	0.06	46th
	52. Bethel University has an effective process to respond to unethical behavior, including harassment.	4.05	0.05	63rd
	<b>Engagement Indicators</b>	<b>3.74</b>	<b>0.11</b>	<b>29th</b>
	53. I would recommend Bethel University to others as a good place to work.	3.97	0.15	32nd
	54. I would rate Bethel University as an exceptional place to work.	3.54	0.15	28th
	55. I would prefer to remain with Bethel University even if a comparable role at a higher pay level were available in another organization.	3.41	0.12	33rd
	56. I am motivated to put in extra effort beyond what is expected to help Bethel University succeed.	4.03	0.02	21st

The following color scales are used to represent the strength of difference between compared values.

## VS. LAST SURVEY SCALE

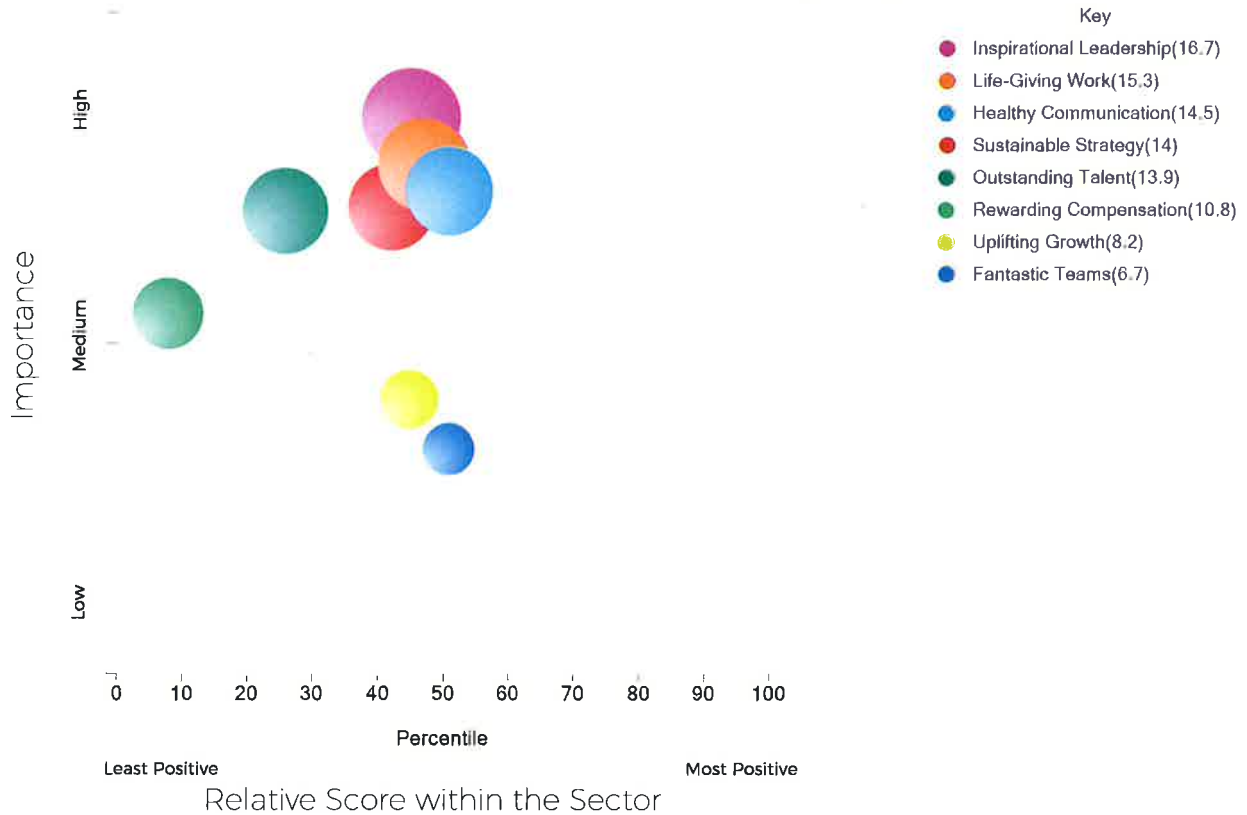


## PERCENTILE RANK SCALE





## FLOURISH Drivers: Positioned by Importance



The summary above is a combination of your Engagement Survey Report results and the relative importance of each driver based on our research. It is a snapshot of your relative strengths and improvement opportunities. The size of the spheres and the number (representing the weighting) demonstrate how important each driver is to staff engagement. The position (left to right) matches your survey scores relative to your sector. The goal is to move these spheres to the right.