



# Final Report for RUTHERFORD Cable

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Online All-Member Survey  
April 21, 2016

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## Executive Summary

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The Center for Organizational and Human resource Effectiveness (COHRE) was hired by RUTHERFORD Cable to assist in the development and implementation of an online all-member survey. The primary purpose of this project was to create and implement a survey to be distributed online to all members of RUTHERFORD Cable and provide feedback regarding members' perceptions in a report to the organization. The information gathered assessed members' feelings and opinions regarding the current mission, culture, and operations of RUTHERFORD Cable.

The official survey was emailed to all 260 currently registered members of RUTHERFORD Cable on Friday, March 4, 2016 and closed at 6:00 PM CST on Friday, March 18, 2016. Overall, 153 respondents took the survey, though this includes individuals who provided only partial responses. The average response time for the survey was approximately 13 minutes. Respondents were required to be above the age of 17 and be a current member of RUTHERFORD Cable.

A high level of engagement and positivity was shown throughout the survey responses. Respondents were very satisfied with the events, speakers, and topics provided by the organization through various opportunities. In addition, many of the respondents currently use and are satisfied with the benefits and services that RUTHERFORD Cable offers.

The recommendations that are provided in the following document focus on communication, professional development events and member opportunities, skill development, and the overall atmosphere of the organization. These recommendations help to benefit the organization in their current and future efforts to exceed the needs of RUTHERFORD Cable members and plan for the continued growth of the organization as a whole.

## Organizational Strengths

Overall, the responses to the RUTHERFORD Cable All-Member Survey were very favorable. The comments below show the key positive findings taken from each section of the survey, though further details can be found in the “Detailed Survey Results” section of this report.

### *Membership:*

- Members felt as though their membership costs were worth the value that was derived
- Respondents felt as though RUTHERFORD Cable successfully recruits new members

### *Professional Development:*

- Satisfaction with events, speakers, and presentation topics were all above 70%
- The events with the highest overall satisfaction included the Center for Executive Leadership and the special sponsored events
- Respondents felt as though they can successfully network with other professionals

### *Involvement:*

- Respondents felt there were adequate opportunities for new members to become involved
- Over half of respondents have served on a committee and one-fourth have served as a board member or committee chair

### *Services & Benefits*

- Satisfaction with the services and benefits offered by RUTHERFORD Cable were all above 60%

### *Communication*

- Respondents were satisfied with the content RUTHERFORD Cable shares
- Members are satisfied with the use of e-mail

### *Mission & Vision*

- Over 90% of respondents were familiar with the new mission and 76% felt RUTHERFORD Cable was fulfilling their mission
- 66% of respondents were familiar with the vision statement and 72% of those felt RUTHERFORD Cable was fulfilling the vision

### *Engagement*

- Over 89% of respondents felt engaged and proud to be a part of RUTHERFORD Cable

## Recommendations

As previously noted, respondents reported a very high level of engagement and positivity toward RUTHERFORD Cable through the All-Member Survey. The major opportunities for growth and development include communication, professional development events and member opportunities, skill development, and the overall atmosphere of RUTHERFORD Cable. Below are some initial recommendations regarding these areas. Information supporting these recommendations can be found in the “Detailed Survey Results” and “Conclusions & Ideas to Consider” sections of this report.

### *Communication:*

- Continue using e-mail as the primary channel of communication
- Improve current use of social media and blog
- Consider allowing members to receive reminders via text message
- Frequently include the “new” mission and vision statements in future communications
- Clearly explain the current benefits and services available for members
- Better inform new members of involvement opportunities
- Help members understand the requirements and details of serving in a leadership position

### *Professional Development Events & Member Opportunities*

- Increase focus on improving the “Hot Topics” events
- Assess whether the current breakfast event time works best for the majority of members
- Allow more time for members to converse with one another prior to the speaker’s presentation

### *Skill Development*

- Focus events, activities, and speaker topics on the top six desired skills detailed in the results section of this report (networking, leadership training, public speaking, building and maintaining relationships, communication, and time management)
- Work on improving the connection between member relationships and business opportunities
- Continue efforts towards the improvement of succession planning

### *Overall Atmosphere*

- Consider hosting events for new members to become better acquainted with the current leaders of RUTHERFORD Cable
- Continue the use of the mentorship and new member orientation programs
- Make certain all surveys developed and used by RUTHERFORD Cable are both confidential *and* anonymous

## Project Methods

### **Discovery Phase: February 1, 2016 – February 19, 2016**

COHRE worked with the Survey Task Force liaison to analyze the data collected through listening sessions. The COHRE team also surveyed current members of the RUTHERFORD Cable Board of Directors and other key organizational stakeholders to guide the item development process.

### **Survey Development: February 19, 2016 – March 3, 2016**

Based on the information provided in the Discovery Phase, survey items (i.e. questions) were created for the RUTHERFORD Cable survey. A draft of the survey was provided to the Survey Task Force and the current members of the RUTHERFORD Cable Board of Directors for feedback purposes. This feedback was implemented, and the revised survey was given final approval by the members of the Survey Task Force.

### **Survey Administration & Participation: March 4, 2016 – March 23, 2016**

Prior to the administration of the survey to all of the members of RUTHERFORD Cable, the COHRE team coordinated with the client contact, Terri Donovan, to develop a cohesive and coordinated communication plan regarding the survey and its intent. The communication plan informed members of the survey and its purpose, including scheduled announcements and updates relating to the survey at the February 9<sup>th</sup> breakfast meeting.

The official survey was emailed to all current members of RUTHERFORD Cable on Friday, March 4<sup>th</sup> on behalf of the current RUTHERFORD Cable President, Tara MacDougall. Reminder emails were sent on behalf of COHRE to complete the survey on Friday, March 11<sup>th</sup>, Monday, March 14<sup>th</sup>, and Friday, March 18<sup>th</sup>. The survey closed at 6:00 PM CST on Friday, March 18<sup>th</sup>.

A thank you email was sent on behalf of COHRE on Friday, March 18<sup>th</sup> to the individuals who completed this survey. The email included a link to a separate survey, giving respondents the opportunity to provide their contact information to receive a participation incentive (RUTHERFORD Cable t-shirt or thermos). An additional reminder to complete the incentive survey was sent on Monday, March 21<sup>st</sup>, with the incentive survey closing on Wednesday, March 23<sup>rd</sup>.

A total of 153 online survey responses were received. This number, however, includes partial responses. A more accurate description of response rates can be found under the “Detailed Survey Results” portion of this report.

### **Analysis & Summary Report: March 24, 2016 – April 21, 2016**

COHRE conducted all survey analyses and will continue to retain all raw data received from respondents. A summary report of the findings was developed for the Survey Task Force and the Board of Directors. The COHRE team will be collaborating with the committee to present a brief summary of the findings to the entire organization prior to May 31, 2016.

## The Survey

The survey was administered using an internet based platform and was divided into eight major sections: Membership, Professional Development, Involvement, Services/Benefits, Communication, Mission/Vision, Engagement, & Demographics. The average response time for the survey was approximately 13 minutes. Respondents were required to be above the age of 17 and current members of RUTHERFORD Cable.

To help ensure that respondents answered only items they felt were relevant, “skip logic” was used at the beginning of the Professional Development and Services/Benefits sections of the survey. This allowed respondents who would not find a section applicable to skip over those questions. Respondents who do not participate in ATHENA, for example, were not asked about their satisfaction with the program topics for ATHENA events and meetings. All respondents were encouraged to provide open-ended responses at the end of each major survey section.

The final survey had the following number of items broken down by the content areas:

- Membership: 9 items
- Professional Development: 9 items
- Involvement: 6 items
- Services/Benefits: 5 items
- Communication: 8 items
- Mission/Vision: 5 items
- Engagement: 5 items

Additionally, a demographic questionnaire was included at the end of the survey, allowing the survey results to be segmented by demographic information (e.g. employment status, membership type, etc.). This section contained an additional six items. In all, the RUTHERFORD Cable All-Member Survey had 53 items.

An informed consent page was provided at the beginning of the survey to inform respondents of the confidential and anonymous treatment of the responses they provided. Respondents were also provided information about how their responses would contribute to the planning and development of RUTHERFORD Cable. This page also informed respondents of the survey length, instructions, contact information in case of any questions/concerns, and any other pertinent information. The full survey, including informed consent and demographics, can be found in Appendix B.

## **Method of Data Analysis**

Survey response data were extracted from the online survey software and transferred into Statistical Package for the Social Sciences 21 (SPSS 21) statistical software. Quantitative and qualitative data were separated to conduct individual analyses. Identifiable information was removed prior to data analysis. Survey incentive responses were stored separately from the survey data to protect the identity and confidentiality of respondents.

### **Quantitative Data Analysis Methods**

Responses were examined for missing, incomplete, or partially completed responses. Incomplete surveys were retained and unanswered questions were coded as missing data. Additionally, responses were examined for problem response patterns or incorrect use of scales. Questions with a 5-point scale response option (strongly disagree, somewhat disagree, neutral, somewhat agree, strongly agree) were collapsed into negative, neutral, and positive response points (favorable, neutral, unfavorable) for the overall analyses. This allowed for a more parsimonious presentation of results and provided a more representative picture of the results, especially when working with an organization of this size.

### **Qualitative Data Analysis Methods**

Overall, 188 comments were provided in the open-ended sections of the survey. To analyze these, a preliminary set of codes were developed after reviewing the qualitative responses to the survey. These codes were modeled after the main focus areas and subcategories that structured the survey (Membership, Professional Development, Involvement, Services/Benefits, Communication, Mission/Vision, Engagement, & Demographics). The codes allowed for the categorization of comments, which were analyzed using frequency counts. Codes were added as needed throughout the process to ensure accurate categorization for all comments received. If comments from respondents were related to multiple items or topics, they were divided into separate comments and each was coded independently. Coding was completed by two COHRE team members, both of which were trained in the coding process and developed the coding categories. Coding for each of the comments was agreed upon before the comment was officially coded and recorded.

## Detailed Survey Results

### Demographics

A total of 153 RUTHERFORD Cable members participated in the All-Member Online Survey. The specific breakdown of respondents' characteristics are shown in Table 1. The majority of respondents were Caucasian females between the ages of 40 and 59. Additionally, most applicants work full-time and have served in their current job for ten or more years.

**Table 1. Demographics (N = 153)**

<b>Gender</b>	<b>Male</b>	<b>2</b>	<b>1.3%</b>
	<b>Female</b>	<b>136</b>	<b>88.9%</b>
	<b>No Response</b>	<b>15</b>	<b>9.8%</b>
<b>Ethnicity</b>	Hispanic or Latino	1	0.7%
	Not Hispanic or Latino	130	85.0%
	No Response	22	14.4%
<b>Race</b>	Asian	2	1.3%
	Black or African American	6	3.9%
	Caucasian/White	126	82.4%
	No Response	19	12.4%
<b>Age</b>	22-29	11	7.2%
	30-39	23	15.0%
	40-49	37	24.2%
	50-59	44	28.8%
	60-69	15	9.8%
	No Response	23	15.0%
<b>Employment Status</b>	Full-Time Employee	106	76.3%
	Part-Time Employee	8	5.2%
	Retired	2	1.3%
	Self-Employed	7	4.6%
	Business Owner	7	4.6%
	Consultant	2	1.3%
	Student	1	0.7%
	Non-Profit Volunteer	1	0.7%
	Entrepreneur	1	0.7%
	Not Applicable	4	2.6%
	No Response	14	9.2%
<b>Time in Current Position</b>	Less than 1 Year	12	7.85
	1-3 Years	37	24.2%
	4-6 Years	29	19.0%
	7-10 Years	15	9.8%
	More than 10 Years	44	29.9%
	Not Applicable/No Response	16	10.5%

## **Membership**

The majority of individuals who completed the survey have either a basic (57%) or pre-paid basic (32%) membership. Almost 60% of respondents' membership fees are paid by their employer, and most of the respondents have been a member with RUTHERFORD Cable for only 1-2 years (47%). In addition to RUTHERFORD Cable, many (42%) members are also involved with the Rutherford County Chamber of Commerce.

**Table 2. Membership Information (N = 153)**

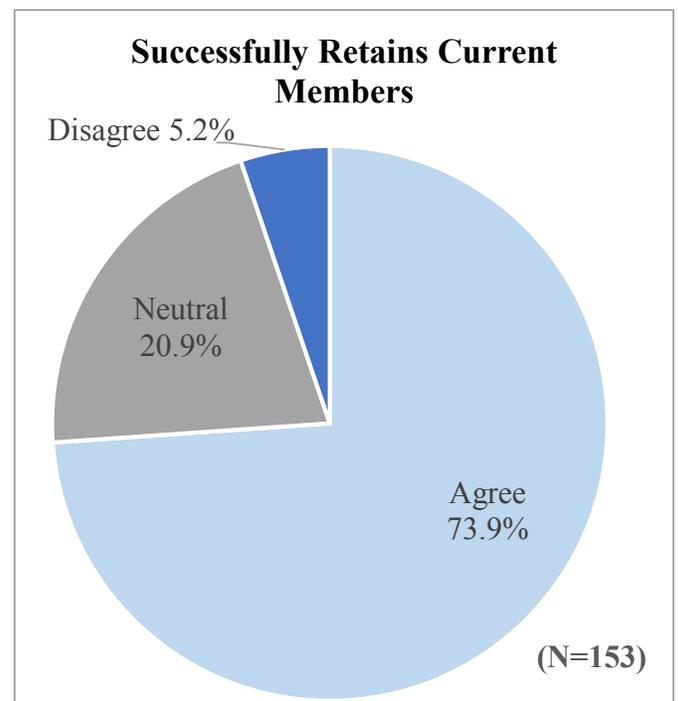
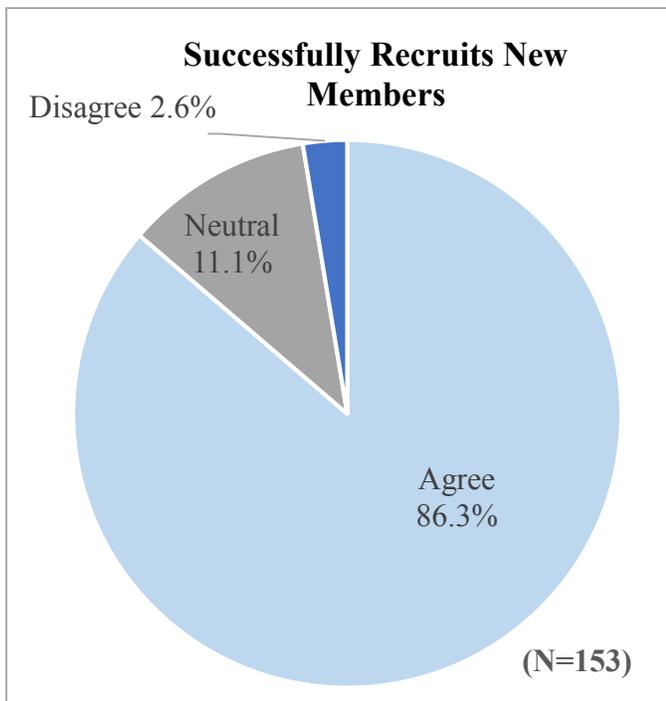
<b>Membership Length</b>	<1 Year	15	9.8%
	1-2 Years	72	47.1%
	3-4 Years	25	16.3%
	5-6 Years	16	10.5%
	7-8 Years	19	12.4%
	No Response	6	3.9%
<b>Type of Cable Membership</b>	Basic Membership	85	55.6%
	Pre-Paid Basic Membership	49	32.0%
	Business Membership	8	5.2%
	Dual Membership	6	3.9%
	Unsure	5	3.3%
<b>Who Pays Membership Fees</b>	Self	62	40.5%
	Employer	91	59.5%
<b>Other Memberships</b>	Chamber of Commerce	64	41.8%
	Junior League	8	5.2%
	Nashville Cable	8	5.2%
	Rotary Club	3	2.0%
	Young Professionals	4	2.6%
	Charity Circle	3	2.0%
	AAUW	3	2.0%
	Other	25	-

Most members (74%) agreed that the value of membership with RUTHERFORD Cable is worth the price, regardless of whether they or their employer pay for their membership dues. Qualitative responses supported this finding, stating the organization is very well run. Results showed that if members decided to discontinue their membership, it would likely be due to time and/or cost constraints.

Respondents were also given the opportunity to provide written reasoning as to what would prevent them from renewing their membership. The majority of these comments related to a lack of time, other priorities, and a lack of feeling welcomed to the organization. The counts and categories of these comments can be found in Appendix A.

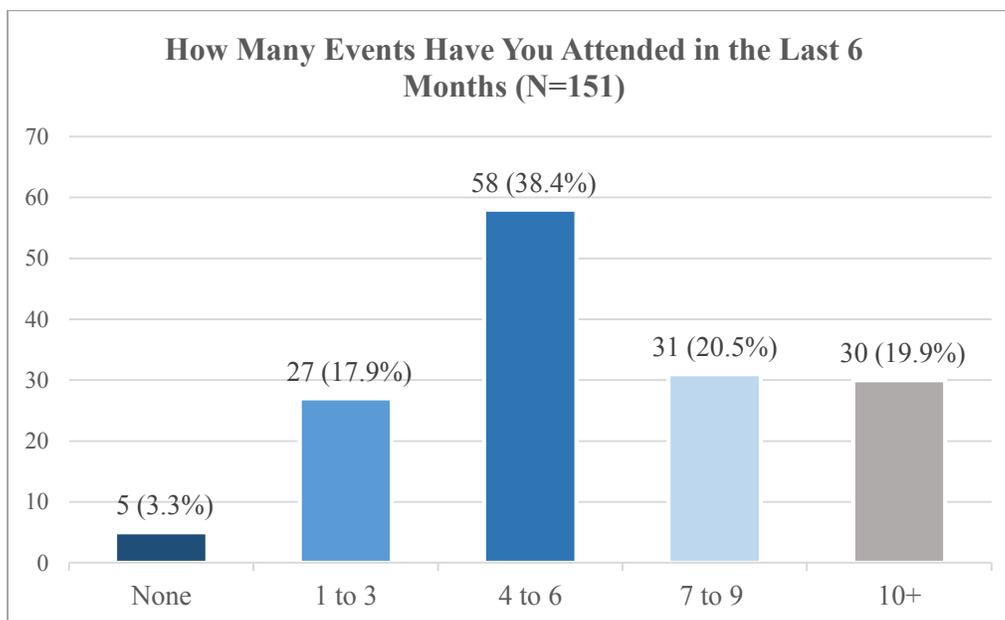
<b>Reasons to Not Renew Membership: (Rank Ordered)</b>
<b>1) Time</b>
<b>2) Cost</b>
<b>3) Not Worth the Value</b>
<b>4) Other Priorities</b>
<b>5) Not Welcoming</b>

There was an overall consensus amongst respondents that RUTHERFORD Cable successfully recruits new members (86%), but a slightly lower number (74%) of individuals reported feeling like the organization successfully retains these members. Qualitative comments stated that there are ample networking opportunities and that respondents appreciate the relationships they have been able to build within the organization.



## **Professional Development**

Most respondents in the survey have attended four to six events in the last six months, including breakfast meetings, networking events, networking committee meetings, ATHENA, etc.



Respondents were asked to select which activities they currently or have previously participated in as a member of RUTHERFORD Cable. They were then asked to rate their levels of satisfaction with the overall event and the speaker/topic for the activities they previously selected.

Satisfaction levels for both the event overall and the speakers/topics at these events remained above 70%. The events with the highest overall satisfaction included the Center for Executive Leadership and the special sponsored events. The highest satisfaction ratings for the event speakers/topics were also reported for the Center for Executive Leadership and the RUTHERFORD Cable Mentorship Program. The opportunities with the lowest ratings for both the overall event and the speaker/topic were “Hot Topics” and “Cable Event or Project”. The satisfaction ratings for all events are shown below in Table 3.

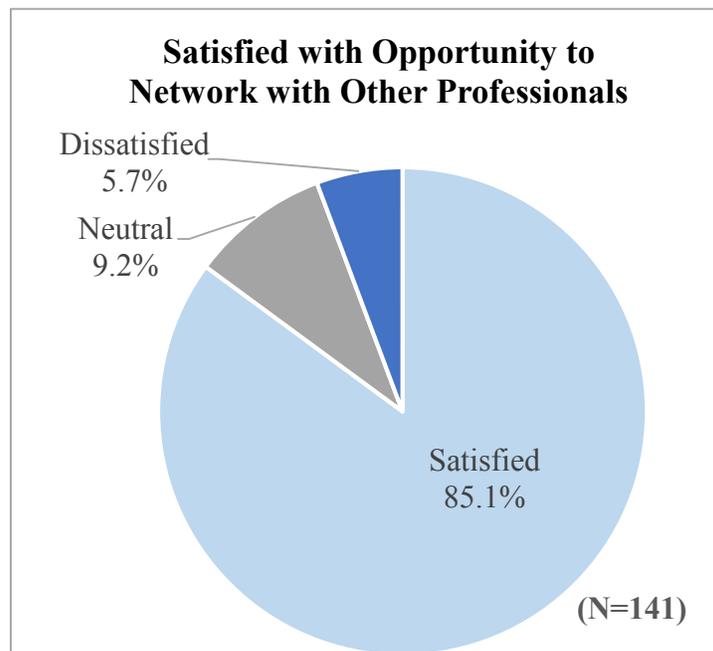
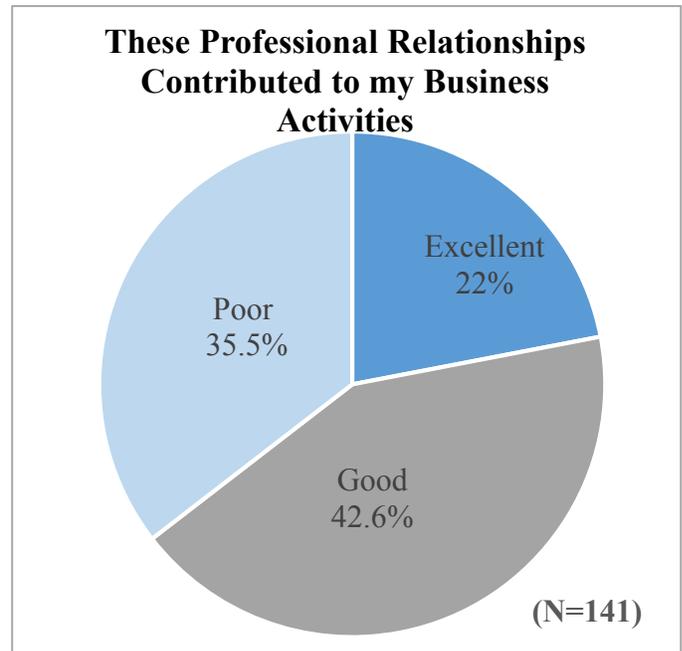
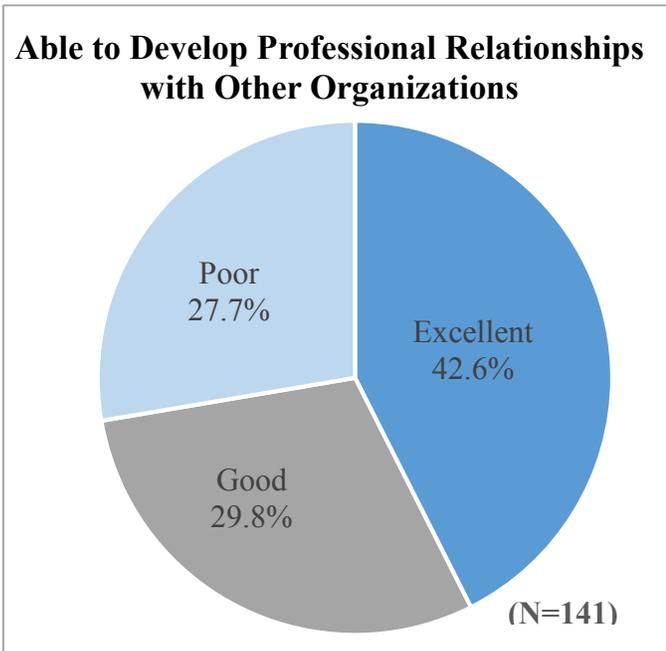
**Table 3. Satisfaction with Events Attended**

	<b>Reported Respondents (N)</b>	<b>Satisfied with Event Overall</b>	<b>Satisfied with Speakers/Topics</b>
<b>Breakfast Meetings</b>	140	81.1%	91.8%
<b>Networking Events</b>	87	76.6%	83.9%
<b>Center for Executive Leadership</b>	35	92.9%	97.0%
<b>ATHENA</b>	54	83.9%	93.9%
<b>Committee Meetings</b>	80	81.1%	88.0%
<b>Mentoring Program</b>	37	88.2%	97.0%
<b>Special Sponsored Events</b>	52	92.3%	91.3%
<b>Hot Topics</b>	14	71.4%	85.7%
<b>Cable Events or Project</b>	63	78.0%	71.4%
<b>Meeting with Members One-On-One</b>	85	89.5%	88.4%
<b>Other Events</b>	11	100.0%	100.0%

Respondents were provided an opportunity to state which skill sets they would like to improve upon with the assistance of RUTHERFORD Cable. The top six skill sets are shown below. The list in its entirety can be found in Appendix A.

<b>Desired Skills to Improve Upon (Rank Ordered)</b>
<b>1) Networking</b>
<b>2) Leadership Training</b>
<b>3) Public Speaking</b>
<b>4) Building &amp; Maintaining Relationships</b>
<b>5) Communication</b>
<b>6) Time Management</b>

In addition to improvement of speakers and topics for the previously mentioned ideas, the survey responses also revealed an opportunity for growth in regards to the development of professional relationships. As seen in the pie graphs below, nearly 28% of respondents reported not being able to develop professional relationships with other organizations. In addition, almost 36% of respondents stated that their professional relationships did not transfer into business activities. This means that RUTHERFORD Cable members do not necessarily feel that the relationships they are gaining are contributing to their business activities.



Qualitative comments suggested that the organization should reconsidering the current time meetings are held. Several respondents requested the speakers be given more time during the event to present their information, in addition to time at the beginning of the meeting to have more personal interaction with other members prior to the speaker's presentation.

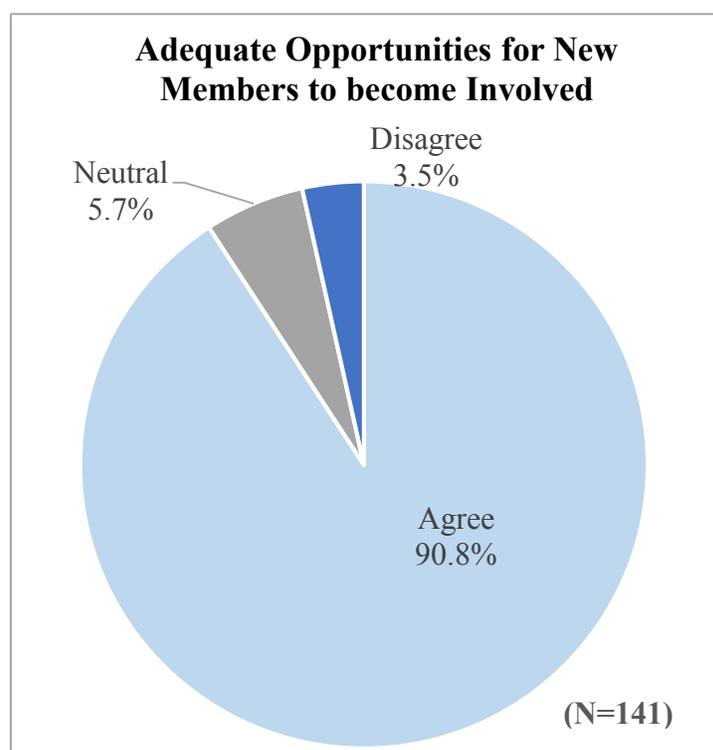
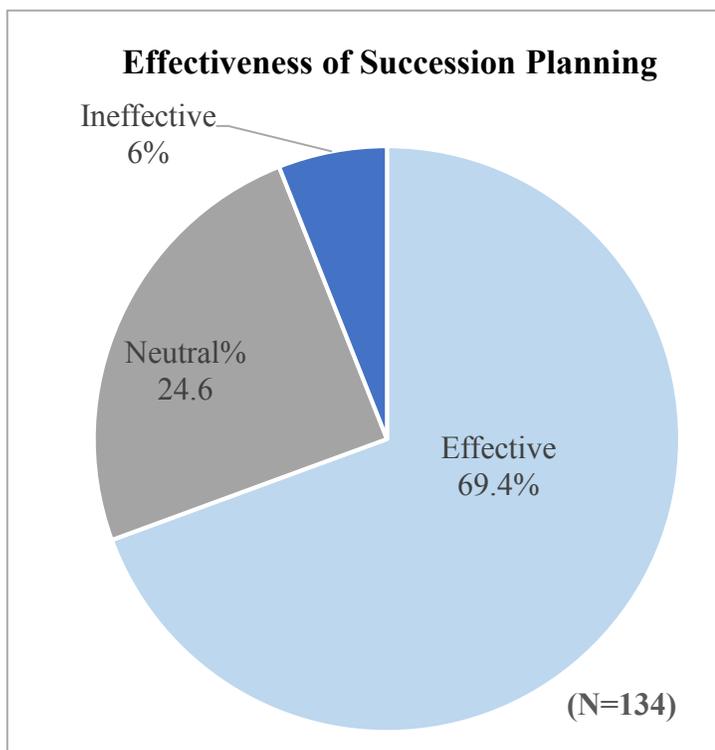
### **Involvement**

Over half of the respondents in the survey are also committee members. Nearly one-fourth of the respondents currently serve or have previously served as a board member or committee chair, and approximately 18% are involved with ATHENA. Other roles are listed in the table below.

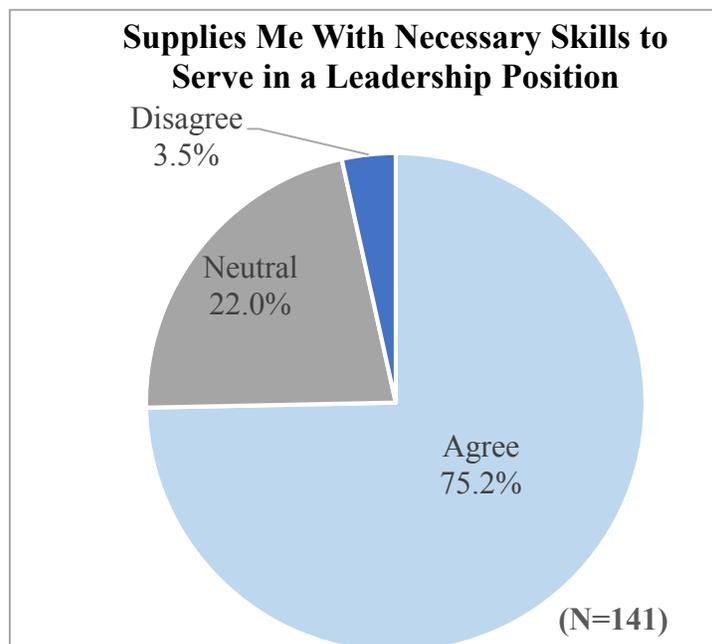
<b>Other Roles in RUTHERFORD Cable (N=141)</b>		
<b>Role</b>	<b>Number</b>	<b>% of Respondents</b>
Committee Member	83	58.9%
Board Member/Committee Chair	35	24.8%
ATHENA	26	18.4%
Assistant Committee Chair	11	7.8%
President's Advisory Council	11	7.8%
New Member Meetings/Orientation	3	2.1%
Other (Table Facilitator, Buddy Program, etc.)	13	-

The survey results identified an opportunity to improve in terms of the implementation of succession planning at RUTHERFORD Cable. Only 69% of respondents felt that the current practices of succession planning are effective.

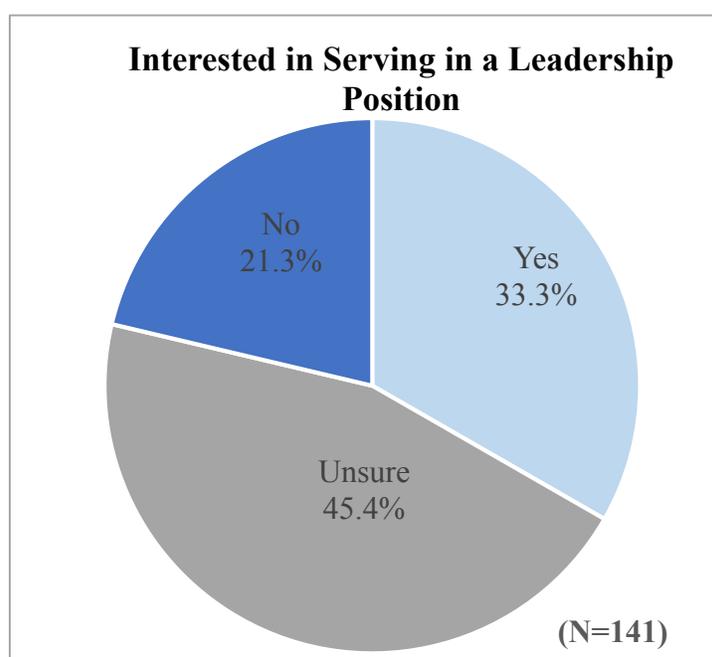
An overwhelming 91% of respondents reported there to be an adequate level of opportunities to be involved, but several qualitative comments stated that the organization needs to do a better job in this area in regards to involving newer members.



Approximately 75% of respondents felt they have the necessary skills to serve in a leadership position, thanks to RUTHERFORD Cable. This lower number could explain why leadership was listed as the second highest skill members desire to improve upon.



There were a large number (45%) of individuals who reported being unsure of whether they would be interested in serving a leadership position, with the remaining 33% stating they would be interested and 21% stating they would not be interested. This implies that one-third of the respondents are unwilling or unsure as to whether or not they would want to be in a leadership position within RUTHERFORD Cable. It is important to note that the percentage of participants who responded “Yes” may include those who are already doing so.



## **Services & Benefits**

The survey section relating to RUTHERFORD Cable Services & Benefits revealed there are several opportunities that are not being taken advantage of by the members. Approximately one-third of members who participated in the survey do not utilize the educational, leadership development, or company outreach opportunities. Of the respondents that currently use the services and benefits of RUTHERFORD Cable, there was a lower level of satisfaction revealed for business growth.

**Table 4. Services Utilized and Satisfaction Levels**

	<b>Percent of Members that Utilize the Benefit/Service</b>	<b>Percent Satisfied with the Benefit/Service</b>
<b>Business Growth</b>	75.4%	63.2%
<b>Educational Opportunities</b>	68.5%	84.4%
<b>Friendship/Support</b>	92.0%	84.4%
<b>Professional Development</b>	83.2%	78.4%
<b>Leadership Development</b>	66.9%	83.3%
<b>Personal Development</b>	88.2%	81.0%
<b>Company Outreach</b>	66.2%	75.0%

Qualitative comments regarding services and benefits requested for healthier food options at the breakfast events and a better explanation of the different services and benefits that are available to members.

## **Communication**

Most respondents were satisfied with the content shared by RUTHERFORD Cable, but did point out that the communication could be more effective. Particularly, RUTHERFORD Cable could improve their communication of the services and benefits available for members.

**Table 5. Communication Satisfaction**

	<b>Percent Satisfied or Agreed</b>	<b>Percent Dissatisfied or Disagreed</b>
<b>Cable Effectively Communicates</b>	69.1%	11.5%
<b>Content Shared with Members</b>	80.4%	3.6%
<b>Benefits are Clearly Communicated</b>	74.6%	13.0%
<b>Ability to Share Information with Others</b>	83.5%	4.3%

Adequate satisfaction levels were reported for communication via email and website, but a large percentage of respondents were not as satisfied with the current use of social media or the Cable blog. Qualitative comments also indicated respondents would like an increased use of social media and more advocacy of the organization's blog.

**Table 6. Communication Outlets**

	<b>Percent Satisfied with the Outlet</b>
<b>Email</b>	87.1%
<b>Social Media</b>	61.5%
<b>Website</b>	83.2%
<b>Blog</b>	31.9%

**Table 7. Preferred Communication**

	<b>Percent that Prefer Cable use the Outlet</b>
<b>Email</b>	86.9%
<b>Social Media</b>	16.3%
<b>Text Message</b>	18.3%
<b>Mail</b>	3.9%
<b>Newsletter</b>	1.0 %
<b>Breakfast Highlights</b>	1.3%

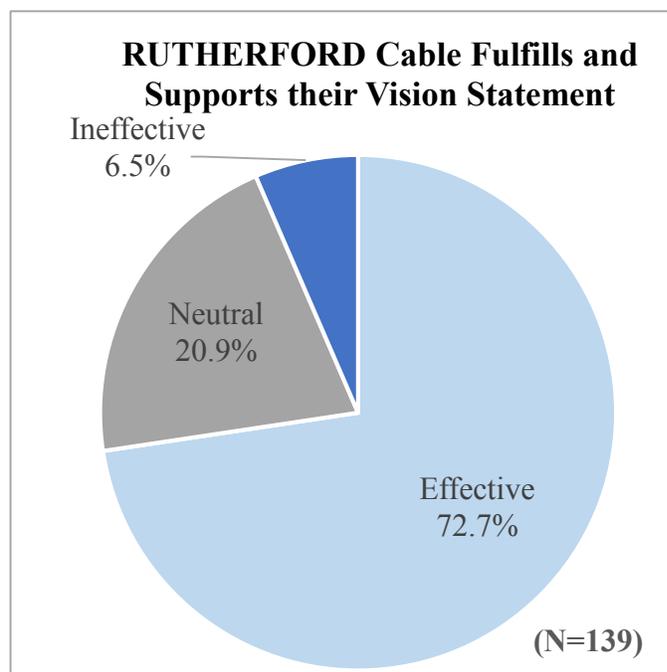
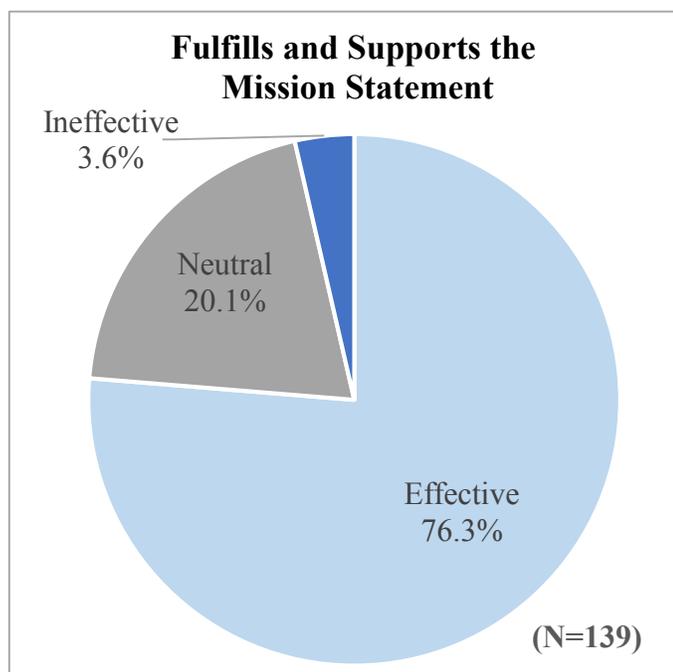
Qualitative comments indicated additional feedback regarding the current use of ZAPS. Several respondents stated that the messages seem to be self-serving and/or unrelated to the overall purpose within RUTHERFORD Cable. Respondents would like to receive more ZAPS from the board, rather than just getting them from other members. Additionally, some individuals stated they would prefer if the messages were received on a more consistent basis, rather than getting multiple ZAPS all at once.

### **Mission & Vision**

92% of respondents stated they were familiar with RUTHERFORD Cable's mission statement (*Cable is the premier leadership organization for women's professional advancement*). Only 76%, however, stated they believe the organization is fulfilling the statement.

A much smaller percentage of respondents (66%) reported knowing the organization's vision statement (*Cable is an influential, resource-rich organization affecting positive change for women to achieve personal and professional success*). 72% indicated they felt Cable was successfully achieving this vision.

Qualitative comments demonstrated that some members either did not know the mission and vision statements of RUTHERFORD Cable, or were not aware that they had recently changed.



### **Engagement**

Overall engagement levels reported by respondents were extremely high, with over 98% reporting that they would recommend RUTHERFORD Cable to a friend or coworker and 98% reporting that they are proud to tell others about RUTHERFORD Cable.

**Table 8. Engagement Levels**

	<b>Percent Agreed</b>	<b>Percent Disagreed</b>
<b>Excited about Cable Events</b>	89.2%	1.4%
<b>Proud to Tell Others about Cable</b>	98.6%	0.0%
<b>Recommend Cable to Friends/Coworkers</b>	98.6%	0.7%
<b>Satisfied with Overall Membership</b>	90.6%	2.9%

## Conclusions & Ideas to Consider

Overall, respondents reported a very high level of engagement and positivity towards RUTHERFORD Cable in the All-Member Survey. It should be noted, however, that 107 members (41%) of RUTHERFORD Cable did NOT complete the All-Member Survey, and their opinions and feedback are not represented in this report.

The major opportunities for growth and development include communication, professional development events and member opportunities, skill development, and the overall atmosphere of RUTHERFORD Cable.

### *Communication:*

Most respondents were satisfied with the content and information shared by RUTHERFORD Cable, but did point out that the communication could be more effective and efficient. The main channel of communication should continue to be through the use of e-mail. Many respondents did request that there be improvements made to the use of social media and the organization's blog. The organization may want to consider allowing members to opt in for receiving information and reminders via text message.

We recommend reminding members of the current mission and vision statements for the organization, as many respondents were unaware that they were updated. This might also help members more adequately evaluate whether or not RUTHERFORD Cable is fulfilling these statements.

The organization could be more clear and forthright about the current benefits and services that are available for its members, particularly the educational opportunities that are provided. New members would like to be better informed about the opportunities in which they are able to partake. A large percentage of both new and current members stated they would like to be better informed as to what a leadership position would entail and how they can determine whether or not they are suited and/or prepared for such a role.

### *Professional Development Events & Member Opportunities*

Satisfaction levels for all professional development events and speakers/topics remained above 70%. We recommend an increased focus be made to improving the "Hot Topics" events, as this received the lowest level of satisfaction by respondents. Although breakfast events received high levels of satisfaction, we recommend assessing whether the current time of the event works best for the majority of members. In addition, members requested more time be allotted to converse with other members and guests prior to the start of the guest speaker.

### *Skill Development*

Members expressed a high level of interest when asked what skills they would like to improve upon, with the assistance of RUTHERFORD Cable. As stated in the previous results, the top six desired skills (in rank order) included: networking, leadership training, public speaking, building and maintaining relationships, communication, and time management. These six areas should be incorporated into events, activities, and speaker topics hosted by RUTHERFORD Cable.

Although the majority of respondents stated they were satisfied with the opportunity to network with other professionals in the organization, a large portion did not necessarily feel that these relationships contributed to their business activities. This conclusion relates back to the previous recommendations on improved communication and the request made by respondents to be given more time to associate with other members and guests prior to the presentations by guest speakers.

Members expressed their concerns about the current level of effectiveness when it comes to succession planning. We recommend the organization continue its efforts in addressing this issue.

#### *Overall Atmosphere*

While members reported high levels of involvement within RUTHERFORD Cable, several comments were received that should be taken into consideration by the organization. Many new members did not feel welcome to the organization and reported that they often felt excluded from relationships that had already been developed by current members and leaders. We suggest the consideration of hosting events specifically for new members to get to know the current leaders of the organization. This issue may also be resolved through the continued use of the mentorship program and an increased effort towards new member orientation.

Members also felt as though they were not always provided the opportunity to express anonymous feedback through previous surveys used by RUTHERFORD Cable. It is important to give members and guests privacy and space when completing these assessments, in order to obtain more accurate and constructive feedback for development. These surveys and information obtained should remain both confidential *and* anonymous, in order for a level of trust to be established with the organization.

## Appendices

### Appendix A: Coded Qualitative Data

#### Membership

What other similar organizations are you a member of? (Other)

Code	Count
1. Tennessee Hospitality and Tourism Association	1
2. STR Foundation Ambassadors	1
3. Rutherford County Relay for Life	1
4. Rutherford Business Builders	1
5. Rotary Club	3
6. Perfect Wedding Guide	1
7. National Association of Women Business Owners	1
8. National Association of Women MBAs	1
9. Nashville Chapter of the American Marketing Association	1
10. Murfreesboro Young Professionals	4
11. Murfreesboro Kiwanis	1
12. Murfreesboro Charity Circle	3
13. MTSU Alumni	1
14. MT SHRM	1
15. Junior League Sustainer	2
16. Christian Business Leaders Roundtable	1
17. AAUW	3
18. Other – Non-Profit	1
19. Rutherford County Hospitality Association	1
20. Discovery Center	1
21. Chamber Diplomats	1
22. Rutherford County Home Builders Association	1
23. Tennessee Wedding Events and Specialist Association	1
24. Saint Thomas Rutherford Ambassadors Board	1
25. Business Associates of Murfreesboro	1
26. United Way	1
27. Nashville LGBT Chamber of Commerce	1
28. ACE Advisory Board	1

Which of the following would be the most likely to keep you from renewing your membership with Cable? (Other)

<b>Code</b>	<b>Count</b>
1. No business connections	2
2. Speakers not good	2
3. Time/Priorities	5
4. "Clicks"	3
5. Programming/Events	2
6. Not welcoming	5
7. Business no longer will pay for membership	2
8. Networking is lacking	1
9. Don't want to pay for breakfast meetings	1
10. Location change/ Drive to events	3
11. Company choice	1
12. Became too much of a young professionals organization	1

What other feedback would you like to provide regarding your RUTHERFORD Cable membership?

<b>Code</b>	<b>Count</b>
1. More networking time during meetings	1
2. Retaining members	2
3. Good at affirming sponsors	1
4. Good value for cost	7
5. "Clicks"	3
6. Lack of leadership concern	1
7. More information/outreach for new members	3
8. There are ample networking opportunities	8
9. Enjoy mentoring program	1
10. Excellent speakers	4
11. Option of attending as a guest	1
12. Well-run/Organized	5
13. Enthusiastic	1
14. Presentations at breakfast meetings	
15. Too much focus on joining committees	1
16. Lunch meetings/Other times	2
17. Membership anniversary gifts	1
18. Another level of membership	1
19. Membership directory by businesses	2
20. More information on website	1
21. "Sorority" atmosphere	1
22. More time for speakers	1
23. Isolated	1
24. Diversity	1
25. Business growth	
26. Buddy program	1
27. Reminder e-mails for breakfasts	1
28. Demand on members (time/attention)	1
29. Relationships	5
30. Members as speakers	1
31. Poor speakers	1
32. Stale Networking	1
33. Different breakfast foods	1
34. Student rates	1
35. Ask Members what they want topic wise	1
36. Lack of anonymity with surveys	1
37. Dislike speakers	1
38. Other	6
39. Don't like the event times	2

## Professional Development

Which of the following RUTHERFORD Cable professional development opportunities have you taken part in? (Other)

Code	Count
1. Women wellness and wine	1
2. Brainstorming sessions	1
3. New member meetings/orientation	3
4. Lunches	1
5. "after hours" sessions	1
6. Mentoring program	1
7. Bunko	1
8. Buddy program	2
9. Table facilitator	1
10. Board member	1
11. Programs chair	1

What skills would you like to improve upon with the assistance of RUTHERFORD Cable?

Code	Count
1. Growth	1
2. Balancing priorities	2
3. Mentoring	3
4. Confidence	8
5. Client/Business leads	4
6. Relationships	14
7. Computer skills	1
8. Business development	5
9. Career advancement	3
10. Circle of influence	1
11. Coaching	1
12. Event collaboration	1
13. Committee involvement	2
14. Communication	12
15. Community involvement	3
16. Conflict management	2
17. Networking	50
18. Social media use	5
19. Emotional intelligence	1
20. Engagement of women	1
21. Entrepreneurship	2
22. New perspectives	1
23. Leadership training	24
24. Time management	12

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25. Going paperless	1
26. Health & fitness	2
27. Hiring employees	1
28. Professionalism	2
29. Work/Life balance	6
30. Saying “no” to volunteering or similar opportunities	2
31. Evidence-based decision making	1
32. Business success	1
33. HR practices	1
34. Professional branding/Image	2
35. Public speaking	24
36. LEAN processes	1
37. Learning	2
38. Marketing self	8
39. Management skills	11
40. Marketing	4
41. Motivation	2
42. Non-profit	1
43. Negotiation	4
44. Organizational skills	10
45. Professional development	7
46. Personal growth	4
47. Professional writing	3
48. Project management	3
49. Sales	3
50. Strategic planning	2

What other feedback would you like to provide regarding your RUTHERFORD Cable development opportunities?

<b>Code</b>	<b>Count</b>
1. Different times for meetings	4
2. More time for speakers	2
3. Good speakers	1
4. Disappointing speakers	2
5. Take advantage of opportunities	1
6. Survey members	1
7. Podcasts for speakers	1
8. Hot Topic sessions	2
9. Diversification	1
10. Include personal development	1
11. Name recognition	2
12. No business leads	1
13. Too sales oriented	1
14. Women speakers	1
15. Committee involvement	1
16. More informal meetings	1
17. Change up networking opportunities	1
18. Too many e-mails	1
19. Too focused on young members	1
20. Center for Executive Leadership	1
21. Need younger members	1
22. More personal at breakfast meetings	2

## **Involvement**

What roles have you served previously or are you currently serving with RUTHERFORD Cable?  
(Other)

<b>Code</b>	<b>Count</b>
1. Table facilitator	3
2. Buddy to new members	2
3. Mentor	2
4. ATHENA judge	1
5. Board member	1

What other feedback would you like to provide regarding involvement within RUTHERFORD Cable?

<b>Code</b>	<b>Count</b>
1. Too busy/Not enough time	3
2. Feels business isn't being promoted	1
3. "Clicks"	1
4. Other meeting and new member orientation times	1
5. Same people in leadership positions	1
6. Lack of survey anonymity	1
7. Members not getting to vote for elections and other important decisions	1
8. Keep board diversified (YP and Seasoned members)	1
9. Not interested in serving	2
10. Introverted/not sure how to get started	1
11. Reach out to new members	4
12. Mentor program needs help	1
13. Great organization to be a part of/ no complaints	4
14. Like the different levels of involvement	1
15. Succession planning	3
16. Communication leadership structure	1
17. Poor business leads	1
18. Documentation of positions	1
19. Part-time administrator	1
20. More involvement info on the website	1
21. Video Archive of speakers	1

## Benefits & Services

What other feedback would you like to provide regarding RUTHERFORD Cable benefits and services?

Code	Count
1. Ask members for input on topics	1
2. Serve healthier food (egg whites, fruit)	2
3. Offer new programs/services	1
4. Offer more “member only” events	1
5. Better explain benefits to members	2
6. Less pressure on new members	1
7. Keep reasonable prices	1
8. Reduce membership costs	1
9. No benefit to membership	1
10. Informal introductions at all meetings	1
11. Membership grant opportunities	1
12. Engage younger professionals	1
13. Too large/too many people	1
14. Availability for events	1

## Communication

What other feedback would you like to provide regarding RUTHERFORD Cable’s communication?

Code	Count
1. Zaps (from members, self-serving)	4
2. Anonymity of surveys	1
3. More focus on business outcomes (not professional development)	1
4. Keep members informed of policy updates	1
5. More events for tenured members	1
6. Spotlight members	1
7. “Clicks”	1
8. Involvement	1
9. Promote social media/Blog	6
10. Newsletters/Newspaper columns	2
11. Website not always fully functional	1
12. Reminder e-mails for breakfast meetings	1

## Mission/Vision

What other feedback would you like to provide regarding the RUTHERFORD Cable mission and vision statements?

Code	Count
1. Have plans to make mission and vision meaningful/effective	2
2. Did not know of new mission and vision / do not remember	5
3. Simplify mission and vision	1
4. Equal emphasis on professional development	1
5. Poor quality of speakers	1
6. Diversity	1
7. Like old mission and vision	2
8. Like new mission and vision	1
9. Collaborate with Rutherford Country Chamber of Commerce	1
10. Engage aging, retiring individuals	1

## **Appendix B: All-Member Survey Questionnaire**

### RUTHERFORD Cable All-Member Survey

*Thank you for your interest in participating in the RUTHERFORD Cable All-Member Survey.*

The purpose of this survey is to evaluate the current processes in place and determine what current factors lead individuals to be attracted to RUTHERFORD Cable and/or satisfied with their membership. Additionally, this survey will aim to find challenges that exist within RUTHERFORD Cable that keep its members from taking advantage of available resources offered or from being satisfied with the organization. This information will be used for future organizational planning and development goals.

The survey should take no longer than 30 minutes, and responses will remain confidential and anonymous. The survey will be available from **Friday, March 4, 2016** until **Friday, March 18, 2016 at 5:00 PM**.

In order to be eligible to participate in this survey, you must be 18 years or older and a current member of RUTHERFORD Cable. Should you have any questions or issues with the survey, feel free to contact COHRE at COHRE@mtsu.edu. As you begin the survey, be sure to read each statement at the beginning of every section. Use the forward (>>) and back (<<) buttons to navigate between the various sections of the survey. Be sure NOT to use the back button on your web browser, as it will kick you out of the survey and your answers will be lost. Also, notice the progress bar at the top of each page. The progress bar provides you with the amount of the survey you have completed.

*Please press the ">>" button to begin the survey.*

I understand my participation in this survey is voluntary, anonymous, and that the summary results will be made available to RUTHERFORD Cable board of directors and members.

- Yes
- No

Thank you for your interest in the RUTHERFORD Cable All-Member Survey Project. Unfortunately, you will not be able to complete this survey. If you want to know more about this project, or if you would like to contact us, please visit our website at: <http://www.mtsu.edu/cohre/> or e-mail us at COHRE@mtsu.edu.

Do you know what year you first became a member of RUTHERFORD Cable?

- Yes
- No

What year did you first become a member of RUTHERFORD Cable?

What type of Cable membership do you have?

- Cable Basic Membership with Breakfast Fees Prepaid
- Cable Basic Membership
- Cable Business Membership
- Dual Membership with Nashville Cable
- I'm unsure

Are your membership fees paid by your employer/organization?

- Yes
- No

What other similar organizations are you a member of?

- Junior League
- Chamber of Commerce
- Nashville Cable
- Other \_\_\_\_\_

I feel as though RUTHERFORD Cable successfully recruits new members.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

I feel as though RUTHERFORD Cable successfully retains current members.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

Which of the following would be the most likely to keep you from renewing your membership with Cable? Please rank order the options. Click (and hold) each item and drag it to arrange them from top (Most Likely) to bottom (Least Likely)

- \_\_\_\_\_ Time
- \_\_\_\_\_ Cost
- \_\_\_\_\_ Not worth the value
- \_\_\_\_\_ Other

What other feedback would you like to provide regarding your RUTHERFORD Cable membership?

How many RUTHERFORD Cable professional development events (breakfast meetings, networking events, networking committee meetings, ATHENA, etc.) have you attended in the last six months?

- None
- 1-3
- 4-6
- 7-9
- 10 or more

Which of the following RUTHERFORD Cable professional development opportunities have you taken part in? (select all that apply)

- Breakfast Meetings
- Networking Events
- Center for Executive Leadership
- ATHENA
- Committee Meeting
- Mentoring Program
- Special Sponsored Events
- Hot Topics
- ZAPS
- Cable Event or Project
- Meeting with other Cable member(s) one-on-one
- Other \_\_\_\_\_

Of the opportunities you previously indicated you have participated in, how satisfied/dissatisfied are you with each of them?

Of the opportunities you previously indicated you have participated in, how satisfied/dissatisfied are you with the event's guest speaker(s) and/or the program topic?

Of the opportunities you previously indicated you have participated in, to what extent do you feel the skills you gained have helped you in your career?

What skills would you like to improve upon with the assistance of RUTHERFORD Cable?

- Skill Set 1
- Skill Set 2
- Skill Set 3

To date, to what extent have you been able to develop professional relationships with other organizations (e.g., businesses, nonprofits, etc.) due to your RUTHERFORD Cable membership?

- Poor
- Fair
- Good
- Very good
- Excellent

To what extent have these professional relationships contributed to your business activities; for example, by generating leads?

- Never
- Rarely
- Sometimes
- Often
- All of the time

What other feedback would you like to provide regarding RUTHERFORD Cable professional development opportunities?

What roles have you served previously or are you currently serving with RUTHERFORD Cable? (select all that apply)

- Cable Member
- Committee Member
- Board Member/Committee Chair
- Assistant Committee Chair
- President's Advisory Council
- ATHENA
- Other \_\_\_\_\_

How effective/ineffective do you feel RUTHERFORD Cable is at implementing succession plans for its leaders?

- Extremely effective
- Very effective
- Moderately effective
- Slightly effective
- Not effective at all

I feel as though new members have an adequate opportunity to be involved in RUTHERFORD Cable.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

I feel RUTHERFORD Cable supplies me with the necessary skills to serve in a leadership position.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

I would be interested in serving in a leadership position for RUTHERFORD Cable.

- Yes
- No
- Unsure

What other feedback would you like to provide regarding involvement within RUTHERFORD Cable?

Do you utilize the following benefits of RUTHERFORD Cable?

	Yes	No
Business Growth	<input type="radio"/>	<input type="radio"/>
Educational Opportunities	<input type="radio"/>	<input type="radio"/>
Friendship/ Support	<input type="radio"/>	<input type="radio"/>
Professional Development	<input type="radio"/>	<input type="radio"/>
Leadership Development	<input type="radio"/>	<input type="radio"/>
Personal Development	<input type="radio"/>	<input type="radio"/>
Company Outreach	<input type="radio"/>	<input type="radio"/>

How satisfied/dissatisfied are you with each of the benefits you previously selected?

How satisfied/dissatisfied are you with the opportunity to network with other professionals at RUTHERFORD Cable events?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

The price of the RUTHERFORD Cable membership is worth the value derived from the benefits and services.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

What other feedback would you like to provide regarding RUTHERFORD Cable benefits and services?

How satisfied/dissatisfied are you with the overall communication used by RUTHERFORD Cable?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

How satisfied/dissatisfied are you with the ability to share information within the RUTHERFORD Cable network?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

How satisfied/dissatisfied are you with the following communication outlets utilized by RUTHERFORD Cable?

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Do Not Use/Read
E-mail	<input type="radio"/>					
Social Media	<input type="radio"/>					
Website	<input type="radio"/>					
Blog	<input type="radio"/>					

How satisfied/dissatisfied are you with the content RUTHERFORD Cable shares?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

Do you believe RUTHERFORD Cable clearly communicates the benefits of their membership?

- Yes
- No
- Unsure

Do you believe the RUTHERFORD Cable board communicates to its members effectively?

- Yes
- No
- Unsure

Through what avenue would you prefer to receive most communications from RUTHERFORD Cable? (select all that apply)

- Email
- Text message
- Social Media
- Mail
- Other \_\_\_\_\_

What other feedback would you like to provide regarding RUTHERFORD Cable's communication?

Are you familiar with the mission statement for RUTHERFORD Cable? Mission Statement: Cable is the premier leadership organization for women's professional advancement.

- Yes
- No

Are you familiar with the vision statement for RUTHERFORD Cable? Vision Statement: Cable is an influential, resource-rich organization affecting positive change for women to achieve personal and professional success.

- Yes
- No

How effective/ineffective do you believe RUTHERFORD Cable is in fulfilling and supporting their mission statement?

- Extremely effective
- Very effective
- Moderately effective
- Slightly effective
- Not effective at all

How effective/ineffective do you believe RUTHERFORD Cable is in fulfilling and supporting their vision statement?

- Extremely effective
- Very effective
- Moderately effective
- Slightly effective
- Not effective at all

What other feedback would you like to provide regarding the RUTHERFORD Cable mission and vision statements?

To what extent do you disagree/agree with the following statements:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I get excited about RUTHERFORD Cable events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud to tell others about my affiliation with RUTHERFORD Cable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend RUTHERFORD Cable to my friends and/or coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my RUTHERFORD Cable membership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The cost of membership is of equal value to the services, benefits, and opportunities I am provided through RUTHERFORD Cable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In what year were you born?

Please indicate what gender you identify most with:

- Male
- Female
- Transgender Male
- Transgender Female
- If you do not identify with any of the genders listed above, please tell us what gender you do identify with: \_\_\_\_\_

Please indicate your ethnicity:

- Hispanic or Latino
- Not Hispanic or Latino

Please indicate your race:

- American Indian/ Alaskan Native
- Arabic/ Middle Eastern
- Asian
- Black or African American
- Caucasian/ White
- Native Hawaiian or other Pacific Islander
- Two or more races
- Other

Which of the following best describes you:

- Full-time employee
- Part-time employee
- Full-time employee/Part-time student
- Part-time employee/ Part-time Student
- Full-time student
- Unemployed
- Retired
- Other \_\_\_\_\_

How long have you held your current job?

- Less than 1 year
- 1 - 3 years
- 4 - 6 years
- 7-10 years
- More than 10 years
- Not Applicable

## **Appendix C: Incentive Survey Questionnaire**

Thank you for participating in the RUTHERFORD Cable All-Member Survey! Your answers have been recorded. If you have any questions or concerns, please feel free to contact us at COHRE@mtsu.edu or at 615-898-5458. Please Note: The information you provide to collect your incentive will be stored separately and NOT connected to your previous survey responses. Are you interested in receiving your FREE RUTHERFORD Cable T-Shirt or Stainless Steel Travel Mug for participating in this All-Member Survey? Items will be handed out at the RUTHERFORD Cable April and May meetings.

- Yes
- No

To show our appreciation for your time and commitment, we want to provide you with a free gift! Items will be handed out at the RUTHERFORD Cable April and May meetings. Please select which item you would like:

- RUTHERFORD Cable Next Level signature blended super soft V-Neck T-Shirt Color: Gray 50% polyester/25% combed ringspun cotton/25% rayon jersey (Fabric laundered for reduced shrinkage)
- RUTHERFORD Cable Stainless Steel Double Wall Tumbler (for hot and cold drinks) Push button, leak resistant flip cap, locking mechanism on cap, keeps drinks cold for up to 24 hours or hot up to 5 hours. Hand wash only, do not place in dishwasher.

What size of T-Shirt would you like?

- Small
- Medium
- Large
- Extra Large
- Double Extra Large (2XL)

Please provide us with the following information so we can get you the free participation item you selected: Please Note: The information you provide to collect your incentive will be stored separately and NOT connected to your previous survey responses.

First Name:

Last Name:

Email Address:

Phone Number: